

FINANCIAL TIMES

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NEWS SUMMARY

GENERAL

Central America warning by U.S.

The U.S. has warned the Soviet Union and Cuba that "a dangerous and unacceptable" situation would develop if they attempted to escalate the conflict in Central America by introducing modern fighter aircraft or combat troops into the region, Mr Thomas Enders, Assistant Secretary of State for Inter-American Affairs, told Congress.

Spanish protest

The Spanish Government was "profoundly" preoccupied and concerned about the arrival in Gibraltar today of HMS Invincible and a dozen other Royal Navy ships, a government spokesman told the British Ambassador.

Census decision

West Germany's High Court is due to announce today whether a national census set for April 27 violates the constitution.

West Bank drive

The Israeli Government launched a public relations campaign to persuade a further 20,000 Israelis to settle on the occupied Arab West Bank.

Bank curbs loom

The likelihood of the U.S. Congress passing legislation to curb the foreign lending of U.S. banks increased after federal banking regulators failed to convince the Senate Banking Committee that the imposition of tougher rules on lending should be left to their discretion.

PLO man wanted

PLO official Issam Sartawi, murdered in Portugal on Sunday, was wanted in West Germany in connection with an attack in Munich in 1976 in which an Israeli was killed, a public prosecutor said.

Hostages freed

Ten West German oil technicians held hostage by striking Algerian workers at a camp in the Sahara desert were freed after intervention by the Algerian Government.

Walesa meeting

Solidarity leader Lech Walesa met at the weekend with members of the banned Polish union's underground leadership, Page 3.

Floods wreak havoc

Floods crippled shipping on West Germany's inland waterways, closed riverside roads and prompted disaster alerts in Bonn, Cologne and Trier.

Dishonoured

The Australian Government will no longer recommend Australians for British imperial honours, such as knighthoods, Prime Minister Bob Hawke said.

Briefly

French hospital doctors' strike entered fourth week.
Zimbabwe rebels attacked a train from Botswana, killing the driver, Page 4.
Time bank was defused in the Beirut office of French news agency Agence France-Presse.
Iraq said 3,220 Iranians were killed and thousands captured in Iran's latest offensive.
Dolores del Rio, Hollywood star of 1920s and 1930s, died aged 77.

BUSINESS

GKN in £80m rights issue

GUEST, KEEN and Nettlefolds, one of the giants of British engineering industry, announced a rights issue worth £80m (\$124m). The issue is one of one-for-three basis at 145p a share and will raise £77.2m net.

STERLING rose 1.45 cents to \$1.5415

STERLING rose 1.45 cents to \$1.5415 (DM 3.6975). S&P: 3.1475 (S&P: 3.1250), FF: 11.1850 (FF: 11.0750) and 1368.5 (1363.25). Its trade-weighted index rose 0.4 to 82. In New York, sterling closed at \$1.5430, Page 36.

DOLLAR rose to DM 2.4235

DOLLAR rose to DM 2.4235 (DM 2.4195) and FF 7.254 (FF 7.255) but fell to Sfr 2.04 (Sfr 2.045) and 221.5 (221.7). Its Bank of England trade-weighted index slipped 0.1 to 122.1. In New York, the dollar closed at DM 2.4265; FF 7.2775; Sfr 2.0470 and ¥23870, Page 36.

GOLD rose \$2.25 to \$432 on the London bullion market

GOLD rose \$2.25 to \$432 on the London bullion market. In Frankfurt it closed \$5 up at \$433 and in Zurich \$8 up at \$433.5. In New York, the Comex April settlement was \$431.9 (\$431.5), Page 33.

LONDON: FT Industrial Ordinary index rose 3.8 to 687.7

LONDON: FT Industrial Ordinary index rose 3.8 to 687.7. Government securities closed with net falls ranging from 1/8 to 3/8. FT Share Information Service, Pages 34, 35.

WALL STREET closed up 3.40 at 1145.32

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TOKYO: Nikkei Dow index fell 6.56 to 4,668.03

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SWITZERLAND's banks are not profitable as they seem

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Paris announces major shift on industry policy

BY PAUL BETTS IN PARIS

M Laurent Fabius, the new French Industry Minister, yesterday signalled an important shift in the Government's industrial policy with more emphasis on support for private enterprise and reduced state intervention.

M Fabius, the former Budget Minister and a close confidant of President Francois Mitterrand, appears to have wasted little time altering the Government's industrial course since taking over the position held by M Jean-Pierre Chevènement, the controversial former Industry Minister.

M Chevènement had been a strong advocate of state intervention. Under his leadership, industrial policy was predominantly concentrated on the large French groups nationalised by the left-wing Government. M Chevènement's intervention in the affairs of large French industrial groups was deeply resented by industrialists of both nationalised and private enterprises, who complained about state intervention to President Mitterrand.

M Fabius asserted he would adopt a pragmatic approach to industrial policy in contrast to his predecessor. In his first public address since taking office two weeks ago, he said: "The state must not substitute itself in the role of enterprises and of entrepreneurs." He also emphasised the need to keep politics out of industry. The problems of industry, the economy, labour costs, investments, labour conditions and productivity must all be discussed and debated in a dispassionate and unemotional climate, the new Industry Minister said.

This is a significant change from M Chevènement, leader of the far Left Ceres faction in the Socialist Party, who sought to politicise the

LAMBSORFF ATTACK
Count Otto Lambsdorff, West German Economics Minister, yesterday accused the French Government of being slow to correct wrong-headed expansionary policies and being a bad neighbour in placing the blame for its difficulties on Germany. Page 16

debate on the future of French industry. Another key point in M Fabius' strategy - and another departure from former policy - is the emphasis on development and support for medium-sized and small industries. "Big enterprise has its merits," he said. "But the main effort in terms of job creation, innovation and development should increasingly emerge in the future from medium and small enterprises."

M Fabius urged the creation of new enterprises. "It must be massively encouraged. The notions of risk, profits and competitiveness have nothing shameful about them, quite the contrary," he said in clear support for French free enterprise.

To this end, M Fabius said new Government measures would soon be taken to support entrepreneurial ventures. M Fabius also suggested that the French banking system must become more adventurous in its lending policies.

CGCT seeks state cash, Page 16

Habib seeks to break deadlock on Lebanon

BY DAVID LENNON IN TEL AVIV AND REGINALD DALE, U.S. EDITOR, IN WASHINGTON

MR PHILIP HABIB, President Reagan's special Middle East envoy, yesterday joined the tripartite talks on Israeli withdrawal from Lebanon, in a show of renewed U.S. determination to break the stalemate in the negotiations which have dragged on for 15 weeks.

Mr Habib's decision to take over temporarily from Mr Morris Draper as head of the U.S. delegation underlines Washington's resolve to press ahead with its efforts to bring peace to the Middle East despite the major setback of King Hussein of Jordan's refusal to enter talks with Israel on behalf of the Palestinians.

Lack of progress in the Lebanon

Mr Pym stopped over in Amman on the way back from visits to Saudi Arabia and the United Arab Emirates to bear King Hussein's views on the peace process after the apparent collapse of the U.S. plan, launched by President Reagan last September.

The UK Foreign Secretary said Britain and Jordan were agreed that the priorities for bringing peace to the region were the withdrawal of Israeli and other foreign forces from Lebanon, the freezing of the Jewish settlement programme on the West Bank, and using the Reagan plan as a starting point for the Middle East peace process.

Continued on Page 16

UK wine group under Spanish state control after share deal

BY ALAN FRIEDMAN, BANKING CORRESPONDENT, IN LONDON

AUGUSTUS BARNETT, the British wine merchant chain which was a part of the controversial Rumasa group in Spain, has now come under effective control of the Spanish Government.

The status of Augustus Barnett has been uncertain since the expropriation in February of 18 Rumasa-owned banks and other companies by the Spanish Government. This is partly because the Augustus Barnett chain was believed to have been owned by Multinvest, a Netherlands Antilles company whose ownership is now at issue in English courts.

It emerged yesterday that a financial rescue package was assembled last week for the wine chain and £2m (\$3.0m) of capital was injected by the London branch of Banco de Jerez, a former Rumasa bank now owned by the Spanish Government. As a result of this loan facility, all Barnett shares were pledged to Banco de Jerez.

Mr John Phillips, a director of Barnett, said yesterday that the emergency cash injection and share pledge had been necessary in order to save the wine chain from its difficulties. The shares are pledged to Banco de Jerez for the loan given

which means the Spanish Government can control the company through the bank, he explained.

Mr Phillips added that by virtue of the financial rescue the future of Barnett "now looks good." He said the company had been through difficult times, but was grateful that most suppliers had been cooperating with Barnett.

The chain of 250 shops in Britain, which last year had a turnover of £46m and is now making losses, is seen as a vital outlet for Spanish wines and sherries.

It also emerged yesterday that the London branch of Banco de Jerez, while still owned by the Rumasa group, was the vehicle for \$37m of loans which were funded by the bank's Spanish head office and disbursed to companies owned by Multinvest, of which Barnett was only one. This \$37m represents well above 50 per cent of the London branch's outstanding loan book.

Of the \$37m, a total of \$9m represents loans and loan guarantees from Banco de Jerez to August

EUROPEAN NEWS

Spain makes official protest about RN ships

BY TOM BURNS IN MADRID

THE ARRIVAL in Gibraltar today of HMS Invincible and a dozen other Royal Navy ships has prompted the strongest protest in years over the British presence on the Rock.

An official protest made to Sir Richard Parsons, the British ambassador, said the Spanish Government was "profoundly preoccupied and concerned" about the arrival of the Royal Navy. It was prepared to take "the necessary diplomatic and political measures" to protect national rights and territorial waters.

It warned that the British action had succeeded in placing the issue "in a dimension not wished by the Spanish Government and for which (Britain) was solely responsible."

The British ships are on their way home from the "Springtrain" exercises in the Eastern Atlantic. While the embassy blandly claimed the flotilla's presence was mere "routine," and that there had been no protests when even more vessels had docked in Gibraltar on similar occasions in the past, a Spanish ministerial spokesman replied: "We've been hearing the argument about routine for years."

The Madrid newspaper *Diario 16* yesterday headlined "The British fleet of the Malvinas practices the defence of Gibraltar." HMS Invincible's role in the recapture of the Falkland Islands was graphically explained.

Surprised by the furor, some diplomats in Madrid yesterday argued that the protest was largely for home consumption. Spain has started campaigning for strongly politicised municipal elections on May 8 and the Socialist Government has ensured ardently that none will accuse it of failure to safeguard Spanish interests.

A second factor was said to be the Government's need to be seen to sabre-rattle just as the last set is played out in the February 1981 attempted coup trial. A highly technical appeal court hearing ended on Monday with the Government demanding higher sentences for the convicted military plotters. The Supreme Court's decision is due next week.

This does not detract, however, from the evident seriousness with which the Government approaches the Gibraltar issue. In the opinion of some political observers, Sr Felipe Gonzalez's Government is one of "young nationalists" who, while keeping the door open to negotiations will pursue Spain's perennial claim to the Rock with far greater emphasis than previous administrations.

Having moved swiftly to open the border partially when it took office in December, the Spanish Government insists that it is now Britain's turn to make a gesture and, specifically, to show flexibility on the acceptance of sovereignty as a negotiating issue.

The arrival of HMS Invincible, with its Falklands dimension, was said by Spanish diplomats to indicate "a breakdown of trust."

They stressed that the "diplomatic and political measures" envisaged by the protest note did not include a return to a total blockade because it was a policy decision "not to penalise the local population of the Gibraltar area." But, at the very least, while the Royal Navy remains in the area in force, an emotional anti-British campaign can be expected in Spain with full government sponsorship.

Building industry deaths fall

By Anthony McDermott in Geneva

ACCIDENTAL DEATH in the construction industry has fallen steadily over the past decade, according to a report by the International Labour Office. The prospects for further improvements, however, are not so good.

Construction, with four times more fatal accidents than industry as a whole, is the second most dangerous industry after coal-mining, says the report.

The trend towards fewer casualties is more pronounced in such developed countries as Japan, the Netherlands, Britain and the U.S. than in the developing world. Between 1971 and 1980 there were 8.8 deaths per million working hours in developed nations, compared with 9.26 in the industrialised world, mainly because of primitive and non-industrial building methods.

But, as the ILO report observes: "The hazards of having no housing at all... appear greater than the hazards of construction." It calls for better contract, safety and building standards, and the development, in less industrialised countries, of ways to step up construction management training.

Until these are achieved, the ILO concludes, there are no real grounds for optimism.

Hazel Duffy and Brendan Keenan interview Alan Dukes, Ireland's new Finance Minister



Alan Dukes: "People still talk to me"

'We cannot keep on borrowing to keep on spending'

ALAN DUKES, the Irish Finance Minister, is at 37 the second-youngest Minister in Ireland's coalition Government. His job, in a country with severe economic problems, is not likely to make him one of the more popular politicians, after a first budget which made people aware of just how harsh the future would be.

The budget measures will add up to 4 per cent to the cost of living this year, bringing Irish inflation close to 12 per cent. Direct taxes were increased and real living standards could fall by 10 per cent this year for many wage and salary earners. Irish prices for petrol, drink and consumer goods are among the highest in Europe and a middle manager can expect to pay 40 per cent tax on his salary.

Mr Dukes remains reasonably light-hearted, however. "People still talk to me," he says. "In fact, a number of people said the budget was not as tough as they expected."

The Finance Minister is very approachable and communicative—characteristics which may be tempered when he has had more experience in government. His only previous Cabinet post was as Minister for Agriculture during the short-lived first FitzGerald Government—a post he was given just a month after being elected to the Dail (parliament) for the first time.

His earlier experience, however, puts him firmly in the mould of the new Irish (and European) politician: personal adviser to Mr Richard Burke, European Commissioner, between 1977 and 1980; director of the Irish Farmers' Association in Brussels between 1973 and 1976, having previously been chief economist to the association.

He describes himself as a "social democrat, with a touch of 19th century liberalism, which was more democratic than people give it credit for." He studied economics at University College, Dublin, under Mr FitzGerald. He does not want to be tagged by any school of economic philosophy, however. "I am very suspicious of all schools of economics and I have never been a great believer in propaganda—including my own," he says.

Mr Dukes has firm enough ideas, however, about the direction in which the Irish economy must be steered. "We have recognised the fact that we cannot keep on borrowing to keep on spending, because this puts a huge burden on taxpayers in following years," he said.

His budget strategy was aimed specifically at cutting the deficit on the current account of the balance of payments and reducing foreign borrowing. The deficit is expected to fall by almost half, to £550m (£502m), about 5 per cent of Gross National Product, while net foreign borrowing will drop by a quarter to £580m.

Critics of the Dukes budget say it does nothing about one of the root causes of the economic problems—excessive public spending. Even after the budget, Government spending as a percentage of national income will remain virtually unchanged at over 60 per cent. Mr Dukes does not believe in an all-out attack on public spending. To the industrialists who have called for cuts in current spending, as well as those already made in the capital programme, he replies: "They are taking too simplistic a view. The growth in Ireland's population and the industrialisation to which Ireland has fallen a late victim, mean that 'substantial resources will have to be devoted to unemployment pay and the provision of employment opportunities. We shall have to give greater priority to these areas than others."

Mr Dukes' social democratic leanings show a tinge of fashionable conservative thinking, however, in his view that social benefits should be more discriminatory. "I get the same family allowances for two children," he says, "as somebody who has virtually no taxable income, and we have a broadly-based health service. We have to look at the equity of these services."

The future for everybody in Ireland, at least in the short term, is tough, he says. "For the next couple of years, real incomes and living standards will fall. We will have to plan to control the economy so that it bears some relation to what we want as a community and so that we can gain some constructive benefit in terms of the structure of social security and the tax system."

Mr Dukes described his budget as "a holding operation which will prevent the collapse of public finances." The severity of the measures has to be weighed against the prospect that, without such a budget, "the Government would have been unable to pay its employees by the autumn."

Mr Dukes clearly enjoys the task of trying to set the troubled Irish economy to rights.

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WE UNDERSTAND HOW IMPORTANT IT IS TO LISTEN.

Walesa meets underground leaders of union

BY CHRISTOPHER BOBINSKI IN WARSAW

MR LECH WALESA, the head of Poland's banned Solidarity union movement, has revealed that he met members of its underground leadership over the weekend.

The meeting could signal a shift in emphasis to more open forms of protest within the present legal framework, aiming at a *modus vivendi* with the Government.

Announcement of the meeting, however, faces the authorities with the decision whether to continue to ignore Mr Walesa's outspoken statements.

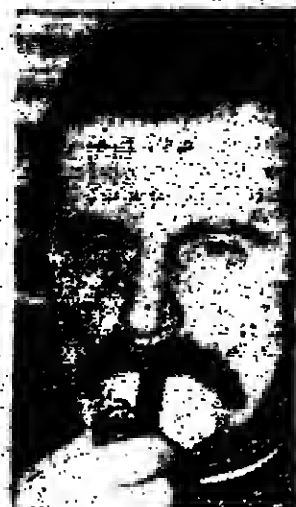
Until now, they have assumed that there was little danger of strikes or mass protests being caused by his new line, and have contented themselves with ridiculing him.

Mr Jerzy Urban, the Government spokesman, yesterday professed ignorance of the meeting and refused to comment on it. "Mr Walesa is a private person and the Solidarity union ceased to exist legally last October," he said.

He added, however, that there had to be criminal intent for such a meeting to be illegal.

The short statement from Mr Walesa's home yesterday said that the underground, provisional co-ordinating committee "discussed the situation in the country in detail and agreed a common position."

The meeting could be followed by a wider statement containing proposals under which the union movement could come to terms with the Government.



Mr Walesa... problem for authorities

In recent weeks, the task of protesting about the fate of Solidarity and pressing for its return, as well as an amnesty for political prisoners, has rested increasingly on former Solidarity internees released last Christmas.

With the approach of Labour Day (May 1), which last year saw street demonstrations in support of the union, and of the pope's visit in June, many in the movement believe the time has come to press the authorities for recognition of Solidarity.

Greece to join Cyprus in seeking peace deal

ATHENS — Greek Prime Minister Andreas Papandreu and Cypriot President Spyros Kyprianou yesterday ended a series of talks with a promise to proceed "hand-in-hand" in finding a solution to the Cyprus crisis, which was caused by the Turkish invasion of the island in 1974.

Mr Kyprianou, in Greece since last Thursday, described his visit as "decisive" in laying the groundwork for further co-operation. He and Mr Papandreu stressed their hopes for a settlement and said they would intensify their efforts to draw international interest on the issue.

Cyprus has decided to take the issue to the United Nations General Assembly next month.

Turkish Foreign Minister Turgut Ersoy described Cyprus's recourse to the United Nations as a "fruitful effort" in a recent statement. Talks have been dragging on under UN auspices since the Turkish invasion.

Mr Papandreu said he intended to raise the question at the EEC summit in Stuttgart in June. He reiterated his position that there is no prospect for a positive result from the intercommunal talks on the island as long as Turkish troops continue to occupy its northern part.

Mr Papandreu has repeatedly expressed his opposition to peace talks between Greek and Turkish Cypriots on the war-torn island. AP

Greenland goes to the polls

By Hilary Barnes in Copenhagen

RESULTS ARE expected early today of elections to the Greenland home-rule Parliament, the Landssting, which could have a decisive influence on whether the island remains in the EEC.

The present Greenland administration, its first home-rule government, is formed by the anti-EEC, left-wing Slumut Party, but may well lose its majority.

The other main party, Aqassut, which describes itself as social democratic, is pro-EEC, although it has accepted the result of the 1981 referendum calling for withdrawal from the Community.

Commission blow to early UK rebate deal

BY JOHN WYLES IN STRASBOURG

PRIME MINISTER Margaret Thatcher's hopes of securing a new rebate on Britain's EEC budget contributions by the first week of June have been dealt a blow by the refusal of the European Commission to offer any active help.

The Commission is not opposed to a cut in Britain's 1983 payments to Brussels but it does not want to encourage another budget negotiation between member governments before mid-summer.

The 14 commissioners fear that any earlier move by them on the UK problem might cause a fierce backlash in the European Parliament and even a vote to dismiss them from office.

Mrs Thatcher's eyes, however, are firmly set on securing an agreed rebate before the next EEC summit in Stuttgart on June 6-7. She left the last summit in Brussels three weeks ago believing that she had cornered her fellow heads of government into delivering such a deal according to her preferred timetable. Moreover, her insistence on a new agreement by early June has fuelled speculation about the possibility of a June British election.

A settlement would help defuse EEC membership as an election issue while a row with the EEC, possibly involving the withholding of some of Britain's budget payments, may be even more electorally advantageous for the Conservative Government.

There is no doubt that the British will fight to persuade their EEC partners to deliver on their summit undertakings. On the surface the task ought not to be too difficult: but no budget negotiation in the past has been completed in less than two months, nor has the Commission sat on its hands before.

The Commission's approach was somewhat vaguely spelled out to the Parliament yesterday by its president, M. Gaston Thörn. The Commission, he revealed, had not involved itself in the undertakings given to Mrs Thatcher in Brussels because its first priority was to launch proposals for a long-term solution of the British problem based on reforms of EEC financing.

The Commission will produce these proposals around May 4 and EEC foreign ministers are expected to devote much of their May meeting to preparing a report on them for the Stuttgart summit.

The Commission's emphasis on launching long-term proposals before dealing with the UK's 1983 budget problems—a net payment to the EEC of around £1.25bn—is a response to general hostility in the Parliament to more short-term deals for Britain.

Mr Thörn hinted yesterday that the Commission believes, nonetheless, that the long-term solution will take so long to negotiate that a special rebate for the UK will be needed this year.

But it wants parliamentary opinion to be appeased by the Stuttgart summit first by giving firm guidelines for the major negotiations on EEC financing. This should then be followed by negotiations on the UK's 1983 rebate.

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maintain and strengthen the loyalty of its member nations and their citizens, it needs to rediscover and demonstrate a sense of over-riding common interests, to regain in far more difficult circumstances the dynamism with which it began before it is too late."

This report, which its authors say is "born out of a sense of alarm and urgency," is the first time that a group of European foreign policy institutes have collaborated on a joint report on a major European issue.

On the economic front, the report calls for a strengthening of the European Monetary System and improved co-ordination of national economic poli-

cies. Britain, in particular, should assume full membership.

It is essential that the common agricultural policy be reformed, it says. "There is no alternative to bringing, and keeping, output under control; there can be no open-ended commitment for surplus production."

It is essential to eliminate the need for aggressive export policies and to stabilise the agricultural expenses under the Community budget.

The British budgetary problem must be solved, partly by raising the 1 per cent ceiling on the contribution from value added tax, to create more

resources for non-agricultural policies, partly by adopting a progressive approach to national contributions, so that the richer countries pay proportionately more than the poorer.

The authors also argue that there is a growing need for a European security policy, and dismiss the notion that the Community can become a "civilian power" dissociating itself from superpower confrontations.

On the nuclear defence front, the report suggests that Britain and France could strengthen deterrence by inviting their European allies to join in planning targets, and by extending to them a nuclear guarantee.

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OVERSEAS NEWS

Gulf slick swelling at rate of 4,000 b/d

By Mary Frings in Bahrain and Kathy Evans in Kuwait

THE OIL slick now threatening Gulf shores is thought to be growing at a rate of 4,000 barrels a day, approximately twice the rate officially admitted, an oil industry expert said yesterday. He called the estimate conservative.

Some 225,000 barrels of oil are now reckoned to have poured into the shallow, semi-enclosed waters of the Gulf, which is already ecologically at risk from dense tanker traffic and increasing industrial effluent.

In Kuwait, eight Gulf ministers and environmental experts are due to try again today to secure agreement between Iran and Iraq so that a clean-up might begin.

Prospects are grim, however, because of the renewed hostilities between the two countries. Last week the conference of the Regional Organisation for the Protection of the Marine Environment (Ropme) also failed to agree on any immediate steps.

Precise estimates of the size of the slick remain difficult to calculate. One part of it, 20 miles wide but broken up into patches with tarry globules several feet in diameter, was reported yesterday 12 miles to the east of Saudi Arabia's offshore Marjan oilfield.

Zimbabwean dissidents ambush train

By Our Harare Correspondent

INSURGENTS attacked a train on the main line from neighbouring Botswana to Zimbabwe at the weekend, killing the driver.

A Zimbabwe Government spokesman said yesterday that the train, which was heading for Bulawayo, was ambushed about a mile inside Zimbabwean territory. Damage to the locomotive was minimal but the driver was killed and another railwayman wounded.

It is the first time that the dissidents operating against the government in the western province of Matabeleland have attacked a train. Some observers see this as politically significant in that the Botswana railway is used not only for Zimbabwean import-export traffic with South Africa, which is the country's main trading partner, but also for traffic to and from Zambia and Zaire.

During the independence war the railway line from Zambia to the South African ports was attacked relatively infrequently, apparently because the Zaire guerrillas operating in the area were based in Zambia. But there is speculation that since the dissidents have no ties with Zambia, they might now attack the railway that is so important to Zambia.

USSR-Japan talks highlight recent cooling of relations

BY CHARLES SMITH, FAR EAST EDITOR, IN TOKYO

THE RECENT deterioration in relations between Japan and the Soviet Union was highlighted yesterday when officials from the foreign ministries of the two countries held a six-hour review of political and military development in Asia.

During the talks Japan protested strongly at Soviet attempts to play up reports of reviving Japanese militarism in South-East Asia.

The Japanese side also reiterated calls for the withdrawal from eastern Siberia of Soviet SS-20 missiles and emphasised that Japan could not feel secure while the missiles remained in position.

In reply to Japan's protests Mr Mikhail Kapitsa, the Soviet Deputy Foreign Minister, said that Soviet statements about the political situation in Japan had been based on the objective situation.

The SS-20 missiles in Siberia, Mr Kapitsa explained, were not aimed at targets in Japan but were designed to counter American sea-borne nuclear weapons in the Western Pacific.

This explanation was rejected by Japan, which pointed out that the Soviet Navy already had a sizeable nuclear force in the Pacific.

Yesterday's talks, between Mr Kapitsa and Mr Nobuo Matsunaga, the Japanese Vice-Minister of Foreign Affairs, were the first round of a two day routine discussion session between Foreign Ministry officials of the two countries.

At today's concluding session Japan is expected to raise once more the intractable issue of its claim to the four islands north of Hokkaido that were occupied by the Soviet Union in the closing stages of World War Two.



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ITOR, IN TOKYO

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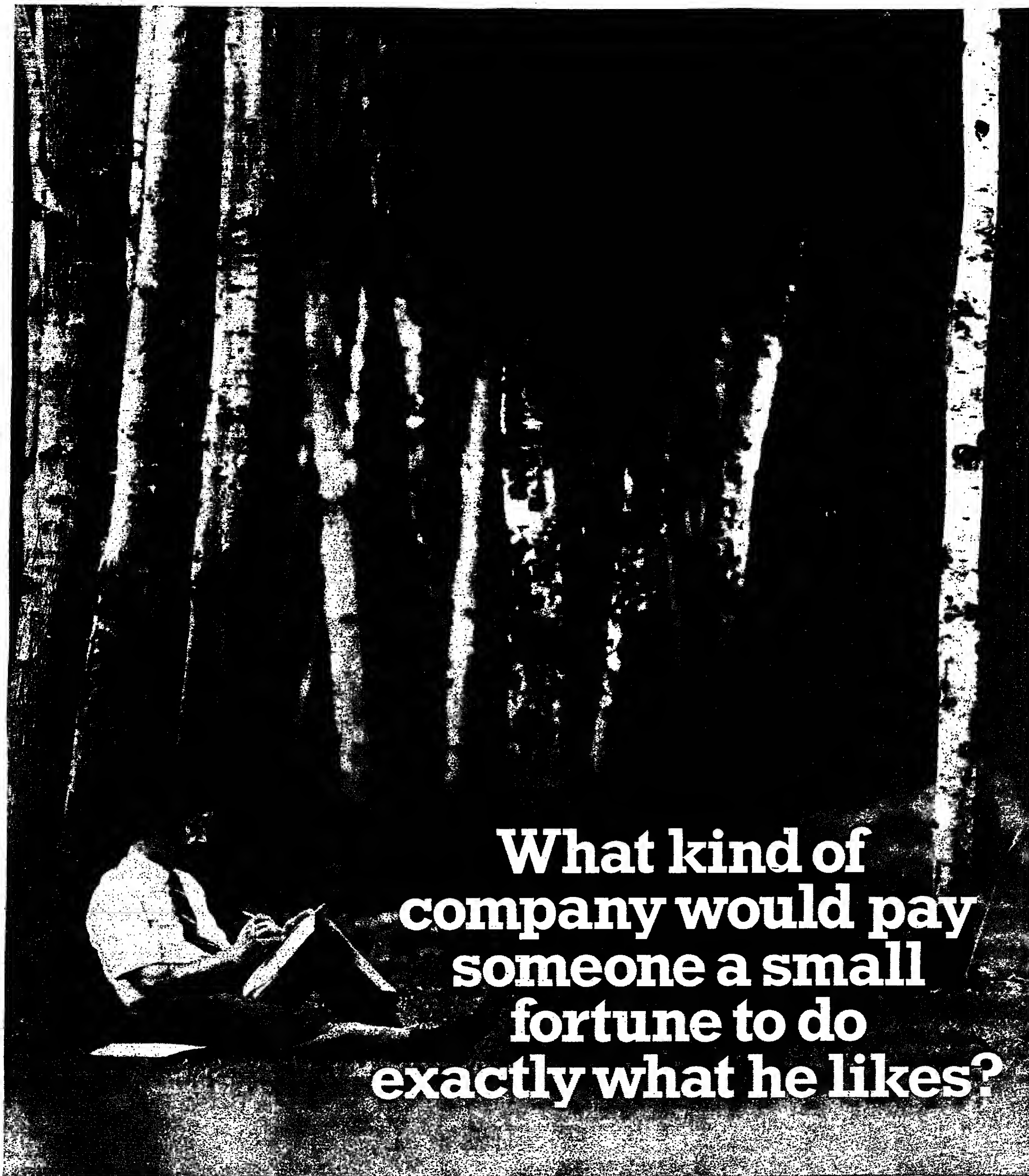
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AMERICAN NEWS

Small is less vulnerable: the age of Midgetman missiles

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

THE REPORT by President Ronald Reagan's Special Commission on Strategic Forces, can only further widen the debate on the entire future U.S. approach to nuclear weapons. The debate has already been intensified in recent weeks by the continuing success of the nuclear "freeze" movement, by Congressional arguments over Mr Reagan's defence budget, and, not least, by Mr Reagan's own dramatic "Star Wars" speech in which he called for the development by the next century of a new space-based system capable of destroying Soviet intercontinental missiles on leaving their silos.

The immediate raison d'être for the Commission's three-month inquiry was to come up with a recommendation on the best and least vulnerable basing system for the MX missile, the first planned new U.S. intercontinental ballistic missile (ICBM) in two decades. The basing issue has become as embroiled politically as it has militarily.

The MX, first conceived under President Richard Nixon, is seen by Mr Reagan as the weapon that will close the "window of vulnerability," the period during which the Soviet

Union, after massive deployments of new missiles, has the supposed capability to wipe out virtually all of the existing 1,000 U.S. Minuteman missiles in their silos in a first strike, while the U.S. has no weapons of comparable accuracy and firepower.

If such a "window" exists, and many experts are coming to the conclusion that it does not, it is wide open right now, and Mr Reagan considers the \$26bn MX programme to be an essential part of his strategic arms build-up.

The political problem is manifold and long-standing. First, President Jimmy Carter's monstrous plan to scatter 200 MX missiles round 4,600 abelters in the Utah-Nevada desert revealed the vigorous resistance of local people to the housing of any new missiles in their backyards. Even this plan's one-time supporters now accept that it was politically not feasible.

Next came the success of the "freeze" movement. Then the growing popular resistance to massive increases in defence spending at a time of recession and unemployment — not to mention massive budget deficits. Finally, Congress rebelled

President Reagan faces two difficult tests of his arms control policies on Capitol Hill in the next two days — one in the Senate and one in the House of Representatives, write Reginald Dale in Washington.

The House is today due to vote on a resolution to "freeze" the nuclear weapons of both superpowers at their current levels, a proposal strongly resisted by the Administration. Mr Tip O'Neill, the Democratic speaker, has

against starting to produce such an expensive weapon if there was no assurance that it was any less vulnerable than the missile it was designed to replace, a view shared by a fair number of MX supporters. By last December the whole programme was in jeopardy.

So, after three years in which countless basing systems were considered and rejected, Mr Reagan finally set up the bipartisan Sowercroft Commission (named after its chairman, Gen Brent Sowercroft), in an attempt to settle the matter once and for all. It has come up with some fairly interesting conclusions

forecast that the resolution could pass the 435-strong house by 60 to 100 votes.

The Senate yesterday began debating Mr Reagan's controversial nomination of Mr Kenneth Adelman to be head of the government's arms control disarmament agency, and is to vote on Thursday. Mr Adelman's chances were touch-and-go as the debate opened, following a Senate foreign relations committee recommendation last month, by a nine to eight vote, that his nomination be rejected.

in its report, published on Monday.

First, it says that the current silo vulnerability problem is not as bad as the pessimists have made out, and is less important when viewed in conjunction with the striking power of the other two legs of the so-called strategic triad — bombers and submarines. Nevertheless, the problem does exist, and at least by the end of the century no land-based silo, however much "hardened," is likely to be safe from attack.

The cheapest and best solution in the Commission's view is "promptly" to place 100 MX

missiles in existing Minuteman silos, start work on seeing how the silos can be further hardened and rapidly start work on a new generation of small, mobile single-warhead intercontinental missiles, known as "Midgetman," for deployment in the early 1990s.

The MX, it argues, is still necessary because "it is illusory to believe that we could obtain a satisfactory agreement with the Soviets limiting ICBM deployments if we unilaterally terminated the only new U.S. ICBM programme (on which \$5bn has already been spent) that could lead to deployment in this decade." That would tell Moscow that the U.S. was unable to neutralise the Soviet advantage in multiple warhead ICBMs and would suggest that the U.S. did not have the will for effective deterrence.

Most interestingly, however, it has suggested a wholly new concept of strategic deterrence, one that has been floated over the years by a number of experts, and espoused most recently by Dr Henry Kissinger, one of the Commission's special advisers. The idea is gradually to abandon massive multi-warhead launchers (the MX has 10 warheads, some Soviet mis-

U.S. calls for Cuban and Soviet restraint in Central America

BY REGINALD DALE, U.S. EDITOR IN WASHINGTON

THIS U.S. has warned the Soviet Union and Cuba that "a dangerous and unacceptable situation" would develop if they attempted to associate the conflict in Central America by introducing modern fighter aircraft or even combat troops into the region.

Mr Thomas Enders, Assistant Secretary of State for Inter-American Affairs, told Congress yesterday.

Mrs Jeane Kirkpatrick, U.S. Ambassador to the United Nations, said in a separate statement on U.S. television that the Soviet Union and Cuba were already planting missiles in Central America and aiming them at the U.S.

There have been reports from Moscow that the USSR might ask Nicaragua to accept nuclear missiles which could reach the U.S. in response to U.S. deployment of new cruise and Pershing 2 missiles in Europe.

Mr Enders said the solution to the conflict must lie through negotiation, preferably at regional level. He again appealed to the Sandinist Government of Nicaragua to join the dialogue. Nicaragua had repeatedly rejected offers of negotiations, from August 1981 right up to last week, he told the Senate Foreign Relations Committee.

Mr Enders warned it was conceivable the Sandinists in an effort to distract attention from their internal problems might "lash out at their neighbours," attacking Costa Rica or Honduras.

For over a year, Managua had been running terrorist operations in San Jose and infiltrating

ing guerrillas into northern Costa Rican provinces, he said. There had also been frequent border incidents with Honduras.

Mr Enders declined to discuss whether the right-wing guerrillas attacking the Sandinist Government inside Nicaragua had American support, but claimed they were trying to restore democracy.

He said there were now "several thousand" guerrillas active in Nicaragua, that the areas of their operations were spreading, their numbers growing and that they seemed to be attracting local support.

Mr Enders said that from 1979 to the end of last year Nicaragua had received an estimated \$125m (\$88.3m) of military supplies and equipment from the Soviet Union alone — against \$11m from El Salvador had received from the U.S. in the same period.

Nicaragua had obtained by far the heaviest tanks in Central America, heavy artillery, and aircraft weapons, assault helicopters, rocket launchers and patrol boats.

More significantly, he said, large numbers of foreign military and security advisers had been introduced. No less than 2,000 Cubans, 50 Russians, 35 East Germans and 50 FLO and Libyan personnel.

Mr Enders also produced a string of detailed allegations of how arms were reaching the Left-wing El Salvador rebels through Nicaragua, including an increasing quantity of heavier weapons such as M-60 machine guns, M-79 grenade launchers and M-72 anti-tank weapons.

Pressure grows for legal curbs on foreign lending by U.S. banks

BY WILLIAM HALL IN PUERTO RICO

THE LIKELIHOOD of the U.S. Congress passing controversial legislation to curb the foreign lending of U.S. banks has increased substantially following the failure of senior federal banking regulators to convince the Senate banking committee that the imposition of tougher rules on foreign bank lending should be left to their discretion.

Mr Paul Volcker, chairman of the Federal Reserve Board, Mr C. T. Conover, Comptroller of the Currency, and Mr William M. Isaac, chairman of the Federal Deposit Insurance Corporation, presented their five-point programme to strengthen supervision of U.S. banks' foreign lending to the Senate Banking Committee on Monday. They said that it could be implemented without the need for new legislation.

However the committee made it very clear late on Monday that they wanted a legislative proposal which would curb foreign bank lending and it did not want to rely solely on the discretion of the banks' regulators.

The three bank regulators have agreed to submit a legislative form of their proposals by Friday and Senator Jake Garn, chairman of the Senate Banking Committee, has said he will "mark up" legislation by next Tuesday.

The legislation curbing foreign bank lending by U.S. banks is likely to be tacked on to a Bill involving the increase in U.S. quotas subscriptions to the International Monetary Fund, which has to pass both the Senate and the House of Representatives by May 15 if

the IMF is to get its money this year.

The Senate Banking Committee is considering its own Bill which will impose strict country lending limits on banks' foreign operations and also specify when banks should make special loan loss reserves.

Mr Thomas Farmer of the Bankers Association for Foreign Trade (BAFT), which is holding its annual conference in Puerto Rico, said yesterday that these are "very far reaching proposals which have gained very broad support very rapidly although they are opposed by the Administration, the banks and the regulators."

He said that banks feel that if they are to be more heavily regulated it should be left to the discretion of the regulators and not mandated by legislation.

Argentine military officials say Galtieri is under house arrest

BY JIMMY BURNS IN BUENOS AIRES

ARGENTINA'S long and bitter post-mortem on the Falklands war appears to have taken a dramatic twist with the reported arrest yesterday of Gen Leopoldo Galtieri, the former President, who ordered the invasion of the Falklands Islands last April.

Late yesterday there was no official information from the junta or the army headquarters on the fate of Gen Galtieri. But military officials confirmed that he had been placed under house arrest on orders from the army chief, Gen Cristino Nicolaides. He was said to be awaiting transfer to a military barracks for an initial three-months imprisonment.

Gen Galtieri's arrest follows the publication over Easter of a controversial interview in which he severely criticised senior Argentine officers for his country's defeat at the hands of Britain.

He also claimed to have narrowly averted a civil war by agreeing to step down from government rather than calling on the alleged loyalty of a number of regiments.

The statements violated



General Galtieri

Argentina's military code which restricts retired officers from pronouncing on military and political issues.

Gen Galtieri has been keeping a low profile since being ousted in a bloodless palace coup last June. He claimed that the interview was the latest in a series of off-the-record con-

versations which have been published without his permission. His statements, however, have been exploited by members of the far-left forces, who blame Gen Galtieri for the conduct of the war.

Some officers hope that he may eventually face a longer term of imprisonment once the junta has published its long-delayed information on the Falklands war probably in June.

Gen Nicolaides, who served on the ruling three-man junta, is understood to have been reluctant to arrest Gen Galtieri for fear that such a move could further destabilise the already deeply divided armed forces.

Gen Nicolaides is reported to have bent under pressure from senior military officials and middle and junior ranking officers in a series of stormy meetings last weekend.

The officers criticised by Gen Galtieri in his interview include Gen Mario Menendez, the former military governor of Port Stanley, Gen Llamas Reston, the Minister of the Interior, and Gen Nestor Cerri, the Army Chief of Staff.

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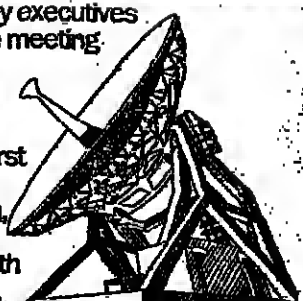
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WORLD TRADE NEWS

Tokyo 'shocked' by EEC demand for Gatt hearing

BY CHARLES SMITH IN TOKYO

OFFICIALS AT Japan's Ministry of International Trade and Industry expressed shock yesterday at the decision by the EEC to press ahead with plans for multilateral hearings with the Gatt on the alleged existence of access problems in Japan's import market.

They said the EEC decision to seek a trade working party into the issue within Gatt revealed Europe's fundamental lack of strategy in dealing with Japan and suggested that the effect of the move would be to discourage further bilateral trade concessions.

In a half humorous, but nevertheless bitter, comment on the EEC action an official said that whereas Japanese farmers believe that they can increase the milk yield of their cows by playing music to them Europe was trying to squeeze "milk" out of Japan by making threatening noises. The only result of the European action the official added would be to dry up the milk yield completely.

Japan was told of the EEC decision to go ahead with invoking procedures for multilateral hearings within the Gatt last Friday a few hours before a formal request was placed with the Gatt Secretariat. Despite the reaction of officials in Tokyo the news did not come at a total surprise. The EEC announced plans last December for invoking the Gatt clause in question—Article 23, paragraph II—following what Europeans saw as the failure of an earlier round of bilateral talks with Japan under Article 23, paragraph I. Japanese officials claim, however, that they did not believe that the "hostile" step of invoking paragraph II would in fact be taken.

One reason why Japan claims

to have been upset by the EEC's action is the perception of Japanese officials that the Tokyo Government went unusually far during February and March to "placate" the EEC on a number of bilateral trade issues. In early February three weeks of negotiations on European demands for Japanese export restraint ended with a commitment by the Ministry of International Trade and Industry (MITI) to hold down shipments of video tape recorders to the whole EEC market to specified limits over a three-year period. This was followed, in March, by the announcement of an import liberalisation package promising the simplification of procedures for inspecting manufactured products. Japanese officials feel that these and other measures should have been enough to convince Europe that the Government was already doing everything in its power to remove the causes of trade tensions.

Japan has no means of appealing against the European decision to invoke paragraph II but the Government does plan to put its case to other Gatt signatories.

Mr Arthur Dunkel, director general of the General Agreement on Tariffs and Trade (Gatt), has warned that growing restrictions on steel imports by some major markets would prevent developing countries from repaying the enormous foreign debts they incurred building large steel mills, agencies report from Seoul.

In a lecture on Monday at Gatt's role in trade, Mr Dunkel cited import restrictions and the distortion of export markets through "government subsidies" as the greatest threats to free trade.

Peter Bruce reports on developments in the West European market

Machine tool boom predicted

MACHINE TOOL manufacturers in Western Europe could be heading for a new business boom by the end of the decade, according to a U.S. report which predicts that consumption of metal cutting machine tools in the UK and on the Continent will almost double between now and 1990.

The report, published by New York analysts Frost & Sullivan, forecasts that the market for metal cutting tools, which constitute about 75 per cent of the European machine tool market, will rise from \$3.9bn this year to \$7.4bn by 1990.

The resurgence in machine tool sales in the 13 Western European countries is expected, according to the report, to begin to be felt as early as 1987, by which time consumption should reach \$5.8bn. One of the highest increases is likely to be experienced in the UK, where sales are forecast to rise more than 180 per cent, from a low of \$520m this year to \$1.57bn by 1990.

The report warns, however, that Western European machine tool builders must prepare to face restrictions on imports as the market begins to bottom out and recover from the "worst depression in the history of the industry."

Imports from the Far East (almost exclusively Japan), into Western Europe have been allowed to grow far beyond the level at which some domestic industries can remain viable, the report notes.

On a country-by-country breakdown, the report shows that:

- West Germany is the largest market for machine tools in Western Europe and a number of producing nations, notably Switzerland, Austria, Belgium and the Netherlands depend on the West German market for more than 20 per cent of their machine tool exports.
- The Italian machine tool industry, Western Europe's second highest, has weathered the recession well, although export sanctions against the Soviet Union have helped induce a late downturn in orders. From 1978 to 1981, the Soviet share of Italian exports dropped from 12.8 per cent to 6.5 per cent. Japan, however, has not made a great impression on the Italian market.
- Britain has a negative trade balance for numerically controlled machine tools. "This rather tragic state of affairs seems totally unnecessary to us," the report says.
- The UK machine tool

FORECASTS OF METALCUTTING MACHINE TOOL CONSUMPTION								
Country	1980	1981	1982	1983	1985	1987	1990	
West Germany	1,943	1,543	1,251	1,205	1,402	1,677	2,171	
Italy	815	646	458	452	774	922	1,125	
France	924	468	460	520	750	1,050	1,370	
UK	786	813	605	647	671	908	1,308	
Austria	106	219	138	131	157	196	249	
Belgium	134	72	81	82	99	124	157	
Denmark	45	31	30	31	36	45	58	
Netherlands	130	86	73	77	75	119	151	
Norway	58	51	43	44	52	64	83	
Portugal	41	38	32	32	38	47	60	
Spain	136	111	98	99	120	149	190	
Sweden	161	147	128	136	156	194	247	
Switzerland	382	235	246	267	298	372	472	
Total	5,442	4,486	3,840	3,900	4,639	5,870	7,440	

Source: Metal Cutting Machine Tools Market in Europe

industry is well able to make such machines but the industry became "tired" in the 1980s and fierce competition proved to be overpowering.

The report recommends that the UK machine tool industry should concentrate on producing more sophisticated tools in traditional areas, introduce more numerical control, improve delivery schedules, market more aggressively and

improve existing finance assistance.

● France has lost its place in the world machine tool production scene. However a three-year, \$700m Government-funded plan to rescue the industry is now under way.

Metal Cutting Machine Tools Market in Europe. Frost and Sullivan Inc, 106, Fulton Street, New York, NY 10038. Price \$1,550.

Deutsche Bank sees East-West trade fall

By John Davies in Frankfurt

PROSPECTS for western exports to the Soviet Union are likely to dim this year but remain brighter in the longer term, according to the Deutsche Bank, West Germany's largest bank.

The bank, which is heavily involved in financing trade with Eastern Europe, has come out strongly in favour of greater East-West trade. Its study, outlining the advantages to the West from such trade, has been published at a time of growing concern in West Germany over reports that the U.S. plans to press for new trade curbs, notably in high technology areas.

Deutsche Bank says that the Soviet Union "as a major oil producer—will in any case feel the pinch from the fall in oil prices and may have to trim its foreign trade this year."

On the other hand the Soviet Union has a low level of foreign debt and high currency reserves.

Deutsche Bank says that West German trade with the Soviet Union in the first two months of this year was 45 per cent higher than a year ago. Despite short-term limitations, West German companies could be optimistic about developing trade with Moscow, it says.

The bank has plunged further into controversy by arguing that trade with the Russians has been of significant assistance to the West, helping to sustain jobs and production.

It has been estimated, the bank says, that at least 100,000 jobs in West Germany are dependent on exports to the Soviet Union, possibly as many as 600,000 jobs in members of the Organisation for Economic Co-operation and Development (OECD).

The bank also takes issue with the view, frequently emphasised by the U.S., that western technology is of vital benefit to the Soviet Union.

Most western manufactured goods imported by the Russians could be produced in the Soviet Union or in other Eastern bloc countries, the bank says.

Colombian coal project orders

BY HUGH O'SHAUGHNESSY, LATIN AMERICA CORRESPONDENT

BRITAIN hopes to pick up \$100m worth of orders from Colombia linked to the giant Cerrejon coal project on the Colombian Caribbean coast.

The Export Credits Guarantee Department is insuring a \$100m line of credit made available to Carbovalle de Colombia (Carboval) by Lloyds Bank, Barclays Bank and National Westminster Bank.

The Cerrejon coal deposit is

one of the biggest in the world, and work is currently taking place on two distinct developments of it. Carboval is in partnership with Interco, a subsidiary of Exxon, for the northern part of the deposit which will eventually yield 15m tonnes a year. Exports, through the newly developed port of Bahía de Portete will start in 1985.

Exxon has charge of the international marketing of the coal and has forecast export sales

worth £1bn by the end of the century.

A more modest development is taking place in the central part of the Cerrejon deposit in which a Colombo-Spanish consortium, Domini-Prodeco, Auxium, will produce an eventual total of 1.5m tonnes of coal a year.

The ECGD guarantee is for British goods to be purchased for the bigger northern development.

Metallgesellschaft seeks anti-dumping duties

BY PAUL CHEESERIGHT IN BRUSSELS

METALLGESELLSCHAFT, through the Federation of European chemical producers, has launched an anti-dumping case against U.S. Soviet and Chinese producers of lithium hydride, a specialised lubricant used in the oil production industry.

The case, to be investigated by the European Commission, provides new evidence of the diligence of the chemical producers in pursuing anti-dumping cases. The Federation is the most active in this regard of all the EEC industry groupings.

U.S. officials yesterday noted that European industrial producers have launched 13 anti-

dumping cases against the U.S. over the past year, and of this total eight involved chemicals.

The present case has its origins in 1980 when Metallgesellschaft, the only EEC producer of lithium hydride, complained against dumping by Lithium Corporation of America and Foote Mineral, as well as against Soviet sales.

Foote Mineral gave the European Commission an undertaking about maintaining its price level, but Lithium Corporation was subject to a 5 per cent anti-dumping duty on top of the normal 7.7 per cent tariff. The anti-dumping duty for the Soviet Union was 4.4 per cent.

Case of alcohol dumping

BY LARRY KLINGER IN BRUSSELS

THE EUROPEAN Court is being asked to halt France's alleged dumping in other EEC markets of agricultural alcohol used in gin, vodka and vinegars.

Following sustained complaints from Britain, West Germany, Belgium and the Netherlands, the European Commission placed the dispute before the Court after rejecting French arguments that its pricing policy was compatible with EEC law and that, in any case, could not be adjusted, because of existing contracts, until the beginning of the next market-

ing year starting in September. The Commission is asking for an interim ruling that would effectively force France to tax its exports of alcohol derived from sugar-beet molasses which, Britain claims, was unfairly threatening its own alcohol industry, which is dominated by BP.

Britain, in the forefront of the pressure for Commission action, says that French exports to the UK have climbed from virtually nil four years ago to around 16m litres, taking more than half of the British market.

Egypt to buy UK aircraft

BY CHARLES RICHARDS IN CAIRO

BRITISH AEROSPACE has won a contract for three HS 748 airliners from the Egyptian carrier Egyptair in a stiff competition from Fokker of the Netherlands.

The text of a contract has been agreed and is expected to be signed in Cairo within a matter of days.

At present Egyptair is leasing two Fokker Friendship, owned by former formula 1 racing

champion Nikki Lenda, for use on its domestic flights to Sinal. Fokker had hoped that Egyptian purchases of the aircraft would make it buy Fokkers when the lease runs out at the end of the month.

British Aerospace were not able to match the Dutch financial offer but they were able to beat the Dutch on price at £12m from British Aerospace, including spares.

Cockfield urges UK companies to grasp opportunities in China

BY ANDREW FISHER IN HONG KONG

THE UK Government is pushing hard for British companies to become more involved in China's offshore oil activities and in a major power station deal still to be agreed in Guangdong, Lord Cockfield, UK Trade Secretary, said in Hong Kong yesterday.

He added that Hong Kong itself ought also to be involved in the development of Chinese oil reserves. "A big opportunity is available in the South China Sea. We want to see British companies helping in that development."

Lord Cockfield's remarks at a press conference during his visit here reflected UK Government concern that British companies had not taken enough interest in the Chinese offshore oil market which will develop once licences have been granted.

Speaking of the Chinese prospect to build a nuclear power station in Guangdong province, he said: "We regard this as one of the major opportunities available to the UK—we are pursuing it vigorously."

Britain's General Electric Company hopes to supply conventional, non-reactor, equipment for the Guangdong plant from which Hong Kong itself is expected to buy most of the power.

Lord Cockfield said Britain had already held extensive talks with Chinese officials on the project. A technical team from GEC would visit China and he would also go to the country shortly. His visit would be "another opportunity to carry matters a step forward."

The Trade Secretary also called on British companies to

build up trade with Hong Kong. UK exports to the colony had risen in 1982. "I would now like to see British companies making a yet greater effort in such fields as electronics, information technology, building materials, consumer goods of all types, and offshore oil."

Mr Patrick Jenkin, Britain's Industry Secretary, is to visit the U.S. from April 2-20, to promote investment in the UK from U.S. companies. He will visit New York, the West Coast, including Silicon Valley, Denver and Houston. His programme consists of a round of company visits and other engagements. He will speak directly to businessmen and industrialists, particularly those in high technology companies. One aim is to explore telecommunications liberalisation and draw on the experience of U.S. industry.

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UK NEWS

Britain seizing bigger export share, says Howe

BY MAX WILKINSON, ECONOMIC CORRESPONDENT

BRITAIN'S trading record has improved since 1980, compared with the performance in previous years, Sir Geoffrey Howe, the Chancellor of the Exchequer, claimed yesterday.

In a speech to London business leaders, he said Britain had a long record of relative success in export markets and in competing with imports at home. Year after year, the current account of the balance of payments showed a deficit, the UK's share of world export markets declined and relative living standards also fell.

However, he added: "Compared with that record over several decades, we have in fact done much better over the years since 1980."

The current account moved into surplus, and last year, British exports captured an increased share of the world export markets for manufacturing. "After allowing for North Sea production, our total share of world export markets rose rather more."

Although there was a widespread belief that British competitiveness had fallen, the index of relative unit costs in manufacturing was now at about the same level as it had been in 1965, also it was about 15 to 20 per cent below its level in 1975.

Sir Geoffrey strongly rejected the Labour Party's suggestion that competitiveness could be improved in the long term by a substantial devaluation of the pound. This, he said, would lead to a short-term advantage but it would also lead to increased inflationary pressures.

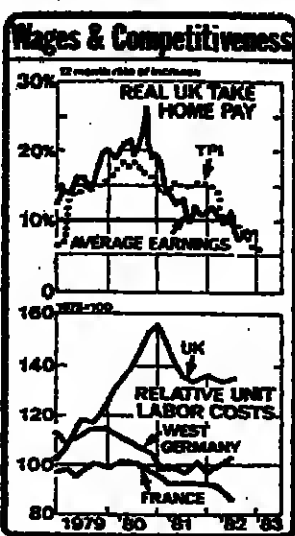
This would be a "temporary pain reliever." The only lasting cure would be through a reduction of relative industrial costs by other means.

These included lower wage settlements, increased productivity and improvements in quality and the non-price elements of business competitiveness.

The German chemical and metalworking industries have recently settled at only 3.2 per cent. That shows that our competitors can still achieve lower settlements than us. So it's crucial that the level of pay settlements should continue to fall, he said.

This underlined Sir Geoffrey's message that the key to a more lasting prosperity was the reduction of wage settlements.

Another strong indication of the Government's hopes that a sustained recovery in economic activity is beginning to get under way was given by Mrs Margaret Thatcher, the Prime Minister in the House



of Commons yesterday, Ivor Owen added.

When reminded by Labour MPs of earlier "false dawns," Mrs Thatcher said the first signs in 1981-82 of an upturn in Britain coincided with the worst of the recession hitting West Germany. Now, she said, there were signs of an upturn not only in Britain, but in West Germany and the U.S. as well.

Strike ballot law for unions on the way, says Tebbit

BY KEVIN BROWN, PARLIAMENTARY STAFF

THE GOVERNMENT is going ahead with legislation for compulsory trade union strike ballots, Employment Secretary Mr Norman Tebbit said in the House of Commons yesterday.

Mr Tebbit told back-bench Tory questioners the Government's intentions would be published soon, possibly as a White Paper (policy document).

He agreed that some industrialists feared compulsory ballot would worsen some disputes by polarising attitudes.

He said this point had been made in many replies to the Green Paper (discussion document), Democracy and Trade Unions, but he assured MPs: "The measures which are finally brought forward will not only be effective, but highly flexible too."

Mr Tebbit said the "overwhelming thrust" of responses to the Green Paper was that legislation was needed to improve protection for trade unionists and to ensure that unions practised a degree of democracy.

He was attacked by Mr Eric Varley, Shadow Employment Secretary, for excluding from the Green Paper "undemocratic and unauthorised business donations to the Conservative Party."

Mr Tebbit said all company donations were subject to shareholders' approval.

Employment Under-Secretary Mr Peter Morrison said the Government would announce later this week whether unemployed young people taking part in the Youth Training Scheme (YTS) would be offered places in the armed forces.

Mr Barry Jones, Labour's front-bench spokesman, accused the Government of a "last desperate pre-election massaging of the jobless figures to propel our teenager towards the Army and towards backdoor conscription."

Mr Morrison pointed out that the YTS was voluntary. The fact that 250,000 young people were unemployed was an indictment of Labour's past "mismanagement" of the economy.

Mr Morrison said major employers had so far promised 65,000 YTS places, and 100,000 new training places under the Youth Opportunities Programme would be converted to the new scheme.

"I am confident the target of 400,000 entrants to the scheme this year will be met," he said.

North Sea price endorsed by BP

By Ray Duffin, Energy Editor

BRITISH PETROLEUM has formally agreed to British National Oil Corporation's (BNOC) proposals for a \$30 a barrel reference price for North Sea oil.

Its acceptance practically assures success to BNOC's proposed pricing package, at least for the time being. It also lessens the chance of a cut-price battle between North Sea producers and exporters of similar quality crude - such as Nigeria - within the Organisation of Petroleum Exporting Countries (Opec).

Under the proposals, the price of BP's Forties crude is being cut from \$33.50 to \$30.50 a barrel as from February 1 and to \$29.75 a barrel as from March 1. Other North Sea crudes, of slightly higher quality to that of Forties, are to be priced at \$30 a barrel from March 1.

BP has been among the most hesitant of North Sea producers faced with BNOC's proposals. At one stage it was openly critical of the pricing package agreed by Opec and now accepted by BNOC.

In particular, BP criticised the difference in prices charged for various grades of crudes.

But yesterday the company would say no more than that it had accepted BNOC's proposals.

Film industry likely to get more funds after Gandhi Oscars

BY ARTHUR SANDLES

A SUBSTANTIAL rise in the amount of money invested in British film and television productions is likely as a result of the winning of eight Oscars by the UK film, Gandhi, in the U.S. Academy Awards.

The awards alone may add £10m-£15m to the returns of the joint investors, Goldcrest Films and the Indian Government.

Goldcrest, a subsidiary of Pearson Longman and a sister company of the Financial Times, invested £7m of the £11m total production costs. The rest was taken up by the Indian Government.

The film, already a huge international success, might be expected to gross \$150m at box offices around the world, although cinema and distributors' deductions will lessen the amount received by the backers. Oscar success normally adds at least 20 per cent to a film's revenue.

The size of the return has encouraged Pearson Longman to bring forward plans for a further expansion of its film and television activities. "We had planned to go into another expansion for Goldcrest later this year. We may now go forward into the next phase much sooner," said Mr James Lee, chief executive of Pearson Longman. The money will go into film and TV production.

"I am absolutely overwhelmed," Mr Lee said of the awards. "With Gandhi as the centre of our portfolio we really can establish the company as the leading edge of the new film industry."

Gandhi won the award as best picture of the year. Sir Richard Attenborough won the best director award. Mr Ben Kingsley, who played Mahatma Gandhi, won the best actor award in spite of fierce competition from Paul Newman, a Hollywood favourite and star of The Verdict. Other awards went to Gandhi for screenplay, editing, cinematography, art and set direction and costume design.

News of the awards came on the day that representatives of the British film industry were seeing the UK Trade Minister with responsibility for films, Mr Ian Sprouat, seeking massive support for British film-making. Mr Sprouat, who is about to reveal plans for future Government intervention in the film business, is believed to be planning an end to the UK scheme for a levy on cinema seat sales (the Eady Fund). The film-makers' delegation sought a continuation of the levy, but also the imposition of additional payments from television and the video cassette business.

Coal sales likely to drop by 4m tonnes this year, unions told

BY JOHN LLOYD, LABOUR EDITOR

MR NORMAN SIDDALL, chairman of the National Coal Board (NCB), yesterday told mining union leaders that he expected coal sales in the present financial year to drop by a huge 4m tonnes, or the output of eight medium-sized pits.

In a sombre presentation to the unions in a meeting of their joint consultative council, Mr Siddall said that demand showed no sign of picking up in any sector, except marginally in industrial sales.

Electricity sales would be the lowest since 1980, last year's sales, at 110m tonnes, had been the lowest since 1967. The 10m-tonne balance of the 120m tonnes produced had been put to stock.

Mr Siddall said negotiations with the Central Electricity Generating Board (CEGB) would open in October on a new agreement on coal sales for the coming year.

The NCB has accepted that there must be a "new deal" extending with the CEGB, which last year assisted the coal board by taking several million more tonnes than it required in exchange for a two-tier pricing structure which gave it a 7

per cent reduction on all coal purchased above 70m tonnes.

However, the CEGB is unlikely to repeat the favour, and is pushing strongly for a "three-tier" structure which would put pressure on the board to close its high cost pits more rapidly.

The NCB's position is likely to be particularly acute in Scotland, where new nuclear capacity at Peterhead, and at Hunterston, is now fully on stream and working well. There, the coal take by the South of Scotland Electricity Board is likely to go down from more than 8m tonnes to between 5m and 5.5m tonnes.

Even Mr Siddall's good news on productivity was tempered by the fact that miners were producing more efficiently at a time when the extra production was not required.

The eight-day strike which closed the British Steel Corporation's South Yorkshire division ended yesterday, when the executive of the Iron and Steel Trades Confederation (ISTC) approved a compromise plan for a return to work.

Hint of accelerated closure of old pits

BY OUR ENERGY EDITOR

THE NATIONAL Coal Board yesterday gave a further strong hint that it was determined to push ahead with the closure of uneconomic pits.

Mr John Mills, deputy chairman, said the closure programme agreed with the Government and trade unions in 1974 had fallen well behind schedule, whereas the Coal Board had met its commitment on investment in new production capacity.

He told the Coal Preparation Technology Symposium at Kenilworth, Warwickshire, that since 1974 the board had invested £40m

under the original Plan for Coal proposals. The plan had put the emphasis on the generation of 42m tonnes of new and replacement capacity by the mid-1980s and the board had approved major projects which would generate that amount. Projects providing an additional 16m tonnes a year of capacity had already been completed.

On the other hand the elimination of old capacity had proceeded at only about half the rate agreed by the board, Government and unions. Under the tripartite agreement, some 3m to 4m tonnes a year of capacity should have been closed each year, he said.

\$26m recovered from ex-Howden directors

B JOHN MOORE, CITY CORRESPONDENT

ALEXANDER & ALEXANDER Services, the world's second largest insurance broker, has recovered \$26m from former executives of Alexander & Alexander, the troubled London insurance broker which it took over last year.

Details are revealed in the latest report and accounts of the group. Alexander & Alexander Services, which is also the second largest insurance broker in the U.S., said in its accounts that a financial review after the takeover uncovered a series of transactions involving the placement of reinsurance with companies "secretly owned by Howden officers and directors."

A special investigation was mounted during which "evidence of other questionable business practices at Howden was discovered."

At the time of its discovery of the problems in Howden last year Alexander & Alexander had alleged that up to \$55m had been misappropriated by Mr Kenneth Grob, the former chairman of Howden. Mr Ronald Comery, Mr Alan Page, Mr Jack Carpenter and Mr Ian Postgate, Howden's former star underwriter.

The allegations said that money had been diverted out of insurance companies owned by Howden and Lloyd's syndicates under the management of Howden to companies secretly controlled by the five men. Alexander & Alexander sought to recover a net \$28m from four of the individuals involved, but not Mr Postgate, in a secret agreement of last August. As part of the American group's recovery efforts Alexander & Alexander managed to gain control of 80 per cent of shares in the Banque du Rhône et de la Tamise, a Swiss bank secretly controlled by the five through a series of trusts.

At the time it was estimated that the stake was worth \$21m, but since then Alexander & Alexander has nearly reached its recovery target of \$28m, with \$26m repaid by the former Howden executives.

A court recently ruled that Alexander & Alexander must settle its differences with four of the Howden directors - Mr Grob, Mr Comery, Mr Page and Mr Carpenter - through arbitration set down in the secret agreement of last August. Stricter disclosure rules, Page II

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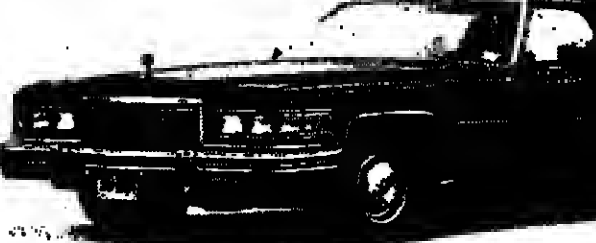


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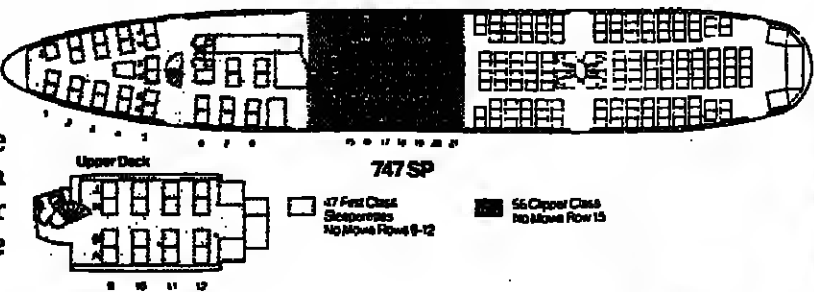
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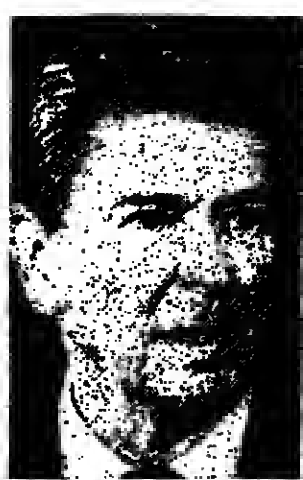
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ENERGY REVIEW

Why decontrol of U.S. gas prices is a touchy issue

By William Hall in New York

"WHEN President Reagan completed the decontrol of crude oil, gasoline prices began to come down, and they have been coming down ever since in a free market where competitive forces could interact... decontrol can work for natural gas too. Its time has come. By pricing natural gas competitively with other fuels, drilling activity would increase, old wells would get a shot in the arm from new investment, market distortions would disappear, industrial competition would be restored and consumers would enjoy lower prices." — Donald G. Russell, Shell Oil's vice president for production, March 31 1983.



Reagan plans complete decontrol by 1986

If only it was so simple. Congressional hearings on President Reagan's plans to decontrol all natural gas prices in the U.S. by January 1986 are scheduled to begin shortly. Observers reckon the chances of the proposals being turned into legislation are little better than 50-50. Natural gas is America's leading source of domestically produced energy and the only major source still subject to extensive federal price controls. Since natural gas provides more than a quarter of the country's energy needs, and heats more than half of U.S. homes, it tends to be a highly emotive issue.

The subject of natural gas control is particularly sensitive since U.S. consumers have been suffering sharp increases in gas prices at a time when the industry is patently producing too much. Wells are being closed down and world oil prices are falling.

Some people are paying as much as 75 per cent more for their gas than others and the U.S. is importing substantial amounts of gas from Canada and Mexico at prices twice the average received by U.S. producers.

The question of what will happen to natural gas prices following the removal of controls is central to the debate. Prices have already been rising rapidly. U.S. energy administration figures show that prices have risen at an average annual rate of 18 per cent between 1970 and 1981. The average wellhead price has jumped by 175 per cent since 1978.

But overseas competitors of major gas using industries, like paper, still complain that U.S. companies are being subsidised by their access to low cost natural gas supplies. Even after recent price increases, U.S. consumers are still able to heat their homes with natural gas for half the price it would cost with oil. The U.S. natural gas industry is riddled with regulatory horror stories and a labyrinthine price structure with some two dozen prices for the same product. Some gas sells for as little as 20 cents per mcf (million cu ft) while other prices are as high as \$9 to \$10 for basically the same product. At the same time there is

NATURAL GAS PRICES AND PRODUCTION		
Major gas producers—1981		
Producers	Av. price \$ per MCF	Production m cu ft
Exxon	1.47	1,118,725
Tecoco	1.25	771,320
Standard Oil (Indiana)	2.15	832,200
Mobil	1.62	444,010
Shell	2.02	444,200
Gulf	1.54	415,025
Standard Oil of Calif.	2.21	438,345
Tenneco	2.13	43,742
Arco	1.77	425,225
Union	2.00	413,671
Son	1.84	380,330
Phillips	1.67	328,135
Getty	1.84	319,488
Cities Service	1.63	301,014
Superior	2.54	288,000

Notes: Production figures for Exxon and Arco refer to U.S. sales of natural gas since domestic production is not reported.

Sources: Company annual reports and DOE's

continuing concern that in spite of temporary surplus—estimated at two to three trillion (million million) cu ft—the U.S. could face serious shortages by the end of the decade.

Most of the time since 1970 the U.S. was using more gas than it was discovering and proven domestic reserves fell by close to a third over the period.

Excluding the large Alaska reserves—for which no pipeline has yet been built—reserves do not look encouraging. At the end of 1981 the proven gas reserves in the other 48 states totalled an estimated 289 trillion cu ft (tcf). At the end of 1981 reserves had dropped to an estimated 180 tcf. The U.S. had exhausted more than two-fifths of its proven reserve base in only 14 years, and at current rates of production it has only 10 years of proven supplies left.

Official concern about the

need to replenish the country's fast disappearing reserves of natural gas combined with the inability of government controls to adjust to changing world market conditions has meant that a solution to the regulatory nightmare is long overdue.

Federal regulation of the industry goes back before World War II but the current problems did not surface until the middle of the last decade. Throughout the 1950s and 1960s gas prices were kept artificially low and consumption mushroomed from less than 10 trillion cu ft a year to a peak of 22 trillion cu ft in 1975.

The winter of 1976-77 marked a turning point for the U.S. natural gas industry. Its production fell, severe shortages developed and began to lead to unemployment as factories closed. Schools using gas heating had to be closed and some consumers were unable to get supplies to heat their homes.

The Government's response was to pass the natural gas policy act (NGPA). It was based on the recognition that domestic supplies of natural gas could increase only if the U.S. started to abolish price controls and allow prices to be set by the market place rather than by Government regulations.

The underlying objective of the legislation was to reduce the discrepancy between gas prices and oil prices by introducing a phased and partial scheme for the deregulation of natural gas prices. The assumption was that oil prices would have risen to \$15 a barrel by 1985.

Against this background the U.S. Government began to ease natural gas prices so that the market price for decontrolled gas would be the equivalent of \$15 a barrel of oil by 1985. Subsequent events have undermined the usefulness of this assumption and led to fears that

come 1985 U.S. natural gas prices will jump sharply as they move closer to the going market rate for oil.

The 1978 legislation is complex, but it basically established three broad categories of natural gas prices. The price of "old" gas which had been discovered prior to January 1977, and which accounted for roughly two thirds of U.S. production, was to remain controlled by the Government indefinitely.

The abolition of price controls related to the other two categories. Gas discovered after February 1977, which was referred to as "new" gas, was allowed to rise fairly rapidly and scheduled to be completely freed from controls by 1985. Finally, the U.S. authorities abolished controls immediately on the price of gas produced via unconventional means—from sand, shale, or deep geological formations ("deep" gas).

Whilst the act was a step in the right direction it still means that after 1985 about half of the country's gas supplies—coming from the "old" fields—will be subject to official price controls. This will only decline as these reserves are exhausted.

The 1978 legislation was a compromise and has not been a great success. It has encouraged oil and gas companies to drill for very deep and expensive gas whilst discouraging producers from maximising returns from the existing cheaper gas fields where prices were controlled.

The act was framed against a background of world concern about energy shortages. This has exacerbated the subsequent problems since it meant that pipeline companies became anxious to sign up long-term supply contracts which often involved commitments to take

PRICES, VOLUMES UNDER REAGAN PROPOSAL

	1982	1983	1984	1985	1986	1987	1988
Gas prices							
Average U.S. wellhead	2.70	2.60	2.95	3.15	3.40	4.00	4.55
Residential	4.86	4.76	5.07	5.32	5.76	6.22	6.88
Industrial	3.67	3.58	3.89	4.06	4.49	4.94	5.37
Consumption							
Residential	4.44	4.55	4.49	4.45	4.37	4.28	4.24
Commercial	2.44	2.47	2.44	2.45	2.42	2.38	2.37
Industrial	4.07	4.08	4.03	4.04	4.02	4.00	3.99
Utility	3.36	3.48	3.53	3.58	3.48	3.43	3.32
Other	2.12	2.19	2.19	2.18	2.15	2.11	2.07
Total	18.85	19.37	19.40	19.71	19.63	19.50	19.50
Supply							
Conventional	16.89	17.28	17.17	16.74	16.31	15.90	14.44
Unconventional	0.85	1.00	1.12	1.27	1.41	1.54	1.88
Imports	0.95	0.95	0.95	1.55	1.72	1.86	1.99
Total	18.85	19.37	19.40	19.70	19.44	19.50	18.51

Source: Department of Energy

substantial quantities of the more expensive "new" or "deep" gas.

Since these contracts were signed demand for natural gas has declined. But the provisions of the "take and pay" clauses which back the financing of many pipelines has meant that the pipeline companies are obliged to take the more expensive gas, often at the expense of cheaper "old" gas.

The U.S. Government did not go further in 1978 to decontrol natural gas prices because there was a fear that if controls were removed straight away there would be a sharp increase in prices.

The same fears prevail as the current Administration moves towards decontrolling natural gas prices. But this time there is a surplus of natural gas as opposed to a shortage, and competing oil prices, although still much higher in gas equivalent terms, have been falling. The feeling is that the timing will never be better to introduce the decontrol of natural gas prices.

Thus, President Reagan introduced at the end of February the Natural Gas Consumer Regulatory Reform Amendments of 1982. These aim to correct the deficiencies of the NGPA, to protect consumers from unnecessary price increases arising from distortions in the regulated market for gas during the transition period of eliminating certain restrictions, and provide all buyers with equal access to natural gas supplies.

The main elements of the new proposals are as follows:

● From January 1986 contracts not yet renegotiated can be abrogated by either party giving pipelines a chance to get out of

high priced contracts and giving producers a way out of cheap ones.

● During 1985 the new price would not exceed a "cap" set as an average of prices in new contracts or those already renegotiated.

● Prices on new contracts would be deregulated immediately, as would prices for any old contracts that pipelines and producers agree to renegotiate.

● From the beginning of 1986 all natural gas prices would be decontrolled.

The burden of consumer protection from exorbitant price increases rests on the pipeline companies which are not allowed to pass on automatically any increased gas costs above the rate of inflation.

The U.S. Energy Department has predicted that the new legislation, far from increasing prices, will lead to a reduction in prices in the short term. It has estimated that wellhead prices in the first year will fall by 10 cents to 30 cents per million cubic feet from today's average of \$2.75.

Meanwhile, a recent study by Shell Oil of the impact of gas decontrol predicts that it will boost recovery from old fields by about 50 per cent or 50 trillion cubic feet of gas—the equivalent to two and a half years' supply.

Reaction to the U.S. Administration's proposals has varied considerably. At one extreme Mr John Dingell, chairman of the energy committee of the House of Representatives, has stated that it is a case of "decontrol over my dead body". By contrast the natural gas industry, quite understandably, welcomes the proposals.

The most obvious beneficiaries of natural gas decontrol are the producers of the "old" gas—primarily the major oil companies. They stand to get much higher prices for their gas. Meanwhile, independent oil and exploration companies which have concentrated on developing new gas fields have more to lose, especially if they have high cost reserves.

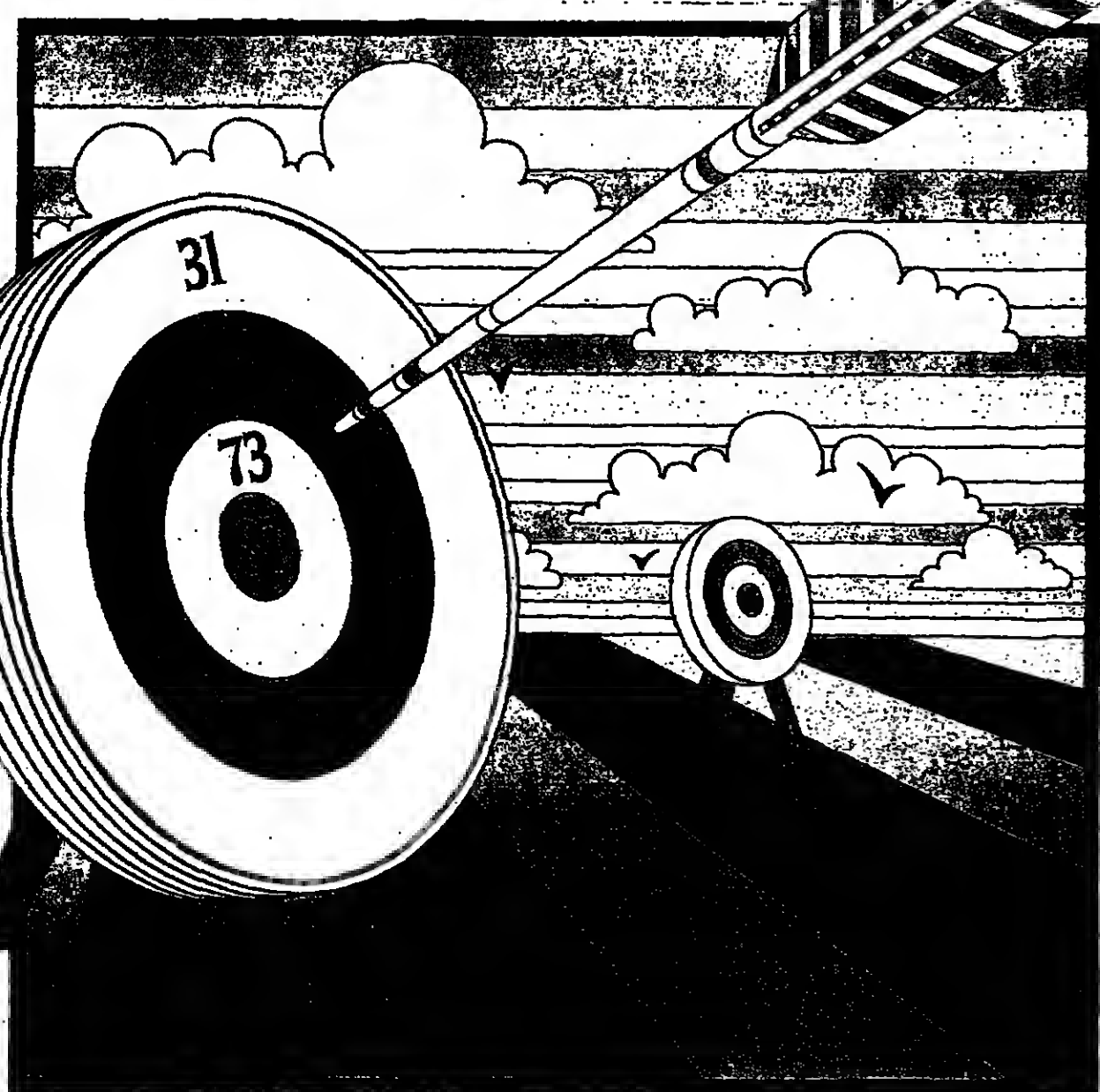
The natural gas industry has estimated that decontrol could lead to a rise in production from existing wells of around 15 trillion cubic feet a year and could stimulate production of another 500bn cubic feet a year from new fields. This extra production would be the equivalent of about 10 per cent of U.S. annual consumption.

The operators of the gas pipelines are likely to be the most affected by the proposed changes. The ability to abrogate contracts, for example, is likely to change fundamentally the principles on which much of the pipeline business is financed.

For the time being the various players in the U.S. gas industry are still digesting the proposals and they are conscious that the eventual legislation is likely to look very different from these initial plans. The economic arguments favouring a decontrol of natural gas prices in the U.S. have been well rehearsed but the political problems and uncertainties over what will happen to gas prices in sectors of decontrol are likely to weigh equally heavily in legislators' minds, especially with an election next year. The temptation to maintain some control over prices may be too powerful for some politicians to ignore.

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UK NEWS

Lawyers join Data Bill protest

By A. H. Hoffmann, Legal Correspondent

THE LAW Society has joined the growing number of critics of the Data Protection Bill. The society said the Bill would affect many more users of personal computer files than was intended. It would also cause unnecessary work and expense.

The Bill would require the registration of every form of data processing equipment in all businesses, however small.

In a memorandum published yesterday after the Bill's second reading in the House of Commons, the society claimed that registration requirements in the Bill were unreasonable and likely to be opposed in practice.

The memorandum pointed out that the Bill's requirements were "too strict and are out of proportion with the mischief to be cured". The overall effect of the Bill would be to act "as a disincentive to the use of computers whose efficiency would otherwise be required".

The society said it feared the Bill did not contain adequate safeguards to protect confidential information stored in the hands of individuals and their clients, and might compel solicitors to disclose confidential information. It said personal data for the user's own internal purposes, and not for outside disclosure, could safely be excluded from the Bill. The society proposed an amendment which would exclude computerised financial records and information stored for the preparation of final accounts, information stored for the purpose of editing and amending of documents and information used by a person solely for the management of his business.



Union expected to make Cowley strike official

FINANCIAL TIMES REPORTER

THE Transport and General Workers' Union (TGWU) is now on the point of making the "cleaning-up" strike at British Leyland's Cowley plant official.

Mr Bobby Fryer, the TGWU's senior shop steward at the Austin Rover plant, said he now expected full support from the union.

The latest terms offered for a settlement will be put to the strikers at a mass meeting tomorrow. The changes, however, do not significantly alter the company's position, said Mr David Buckle, the TGWU district secretary.

The leader of the union team, after six hours of talks with Austin Rover management, said: "We remain sticking to the position adopted at the two mass meetings."

The strike, supported by 5,000 men and women, is over the proposed withdrawal of six minutes' washing time. It has caused 3,500 other Austin Rover workers to be laid off, has stopped all car assembly at Cowley, home of the new Maestro, and has now cost the company more than 8,000 cars worth nearly £50m in the showroom.

The recent strike which halted

Escort car production at Ford's Halewood complex on Merseyside at a cost of £80m has caused a month-long delay in the company's voluntary redundancy scheme.

A company spokesman said yesterday that because of the stoppage Ford had been unable to complete the preparatory work. Consequently the start line following the statutory 90-day period had been extended from this Friday to May 13.

The appeal for 1,300 voluntary redundancies among the 8,700 production workers has been heavily oversubscribed with 1,700 applications. The redundancy programme is part of Ford's plan for major changes in working practices at Halewood.

Production workers have already voted to strike if they are implemented.

Workers at the Karrier Motors factories in Luton and Dunstable yesterday rejected a union recommendation for a strike to make the company improve its 2% per cent pay offer. Karrier, which makes Dodge trucks and markets Renault trucks, said it could not afford to increase its offer while it continued to make losses.

The committee of Lloyd's has adopted a report calling for more details of transactions. City Correspondent John Moore looks at the background.

Plaintiffs, a partner in Arthur Andersen & Co, the accountants, Mr Colin Smith, of Post Marwick Mitchell & Co, and Mr Simon Ward, of Slaughter & May.

Four working members of the Lloyd's market made up the working party.

The party, set up largely at the behest of the Bank of England and the Department of Trade, was intended to advise on the changes necessary to stamp out abuses by Lloyd's underwriters in the reinsurance market.

Mr Plaistowe, whose business interests, along with those of the working party's outside representatives, are receiving fees from Lloyd's for their work, said one difficulty in introducing new rules was "the lack of basic information" within Lloyd's.

Under the new rules key information on reinsurance will have to be channelled to Lloyd's authorities for their records for the first time. In the past that information has generally been passed only to auditors of Lloyd's syndicates, the units in which all members of Lloyd's are grouped, and other accountants carrying out work in the market.

Lloyd's, however, has resisted calls by the working party to disclose material concentration with reinsurers of any of the Lloyd's syndicates' business, or the identity of those reinsurers.

More fundamentally, it has failed to agree on a definition of what should be regarded as a "material" concentration.

The working party had envisaged

Assurance sought on British car plant Fears on future of Talbot UK

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

Talbot UK reduced its net loss from £91m in 1981 to £54.8m last year. The trend continued in the first quarter of 1983 when a small net profit was made. To cover last year's loss, the parent group, Peugeot of France, made Talbot a £55m non-returnable grant. Since Peugeot acquired Talbot at the end of 1978 it has injected £179.2m in this way. During that time Talbot's net losses have totalled £254.2m.

Peugeot announced that the remnants of Talbot UK's design and engineering division would be moved to France. This immediately sparked a remarkably outspoken condemnation from Mr Patrick Jenkin, Industry Secretary, who said the move fell short of the Peugeot group's obligations under their 1978 Declaration of Intent to the Government in respect of the UK facilities.

Then came the scarcely-veiled threat: "I understand that PSA (Peugeot) are carrying out studies concerning the Ryton assembly plant and I very much hope that these will lead to the consolidation and development of Talbot's position as a UK vehicle producer, at least at the present level and range of activity."

"I shall be keeping under close review the status of the Government's £22m loan and will take a final decision on this in the light of PSA's conclusions on the future of Ryton."

Mr George Turnbull, chairman and chief executive of Talbot UK, however, reckons that the Ryton wrangle will have a happy ending, with Peugeot putting in new products and the UK Government withdrawing its threats about the £22m loan and even putting up more cash towards the project.

The dispute surfaced publicly during the Easter holidays when

GM sells its £14m centre to Mercedes

Financial Times Reporter

GENERAL MOTORS has sold its £14m administration and parts centre at Milton Keynes, Buckinghamshire, for an undisclosed sum to Mercedes Benz (UK).

The sale of the 35-acre complex, completed only in 1981, follows the company's announcement earlier this year that it could not see a future for the centre.

Mercedes Benz says it is moving into Milton Keynes because it has outgrown its parts centre at Hayes, Middlesex, through rapid expansion of business in recent years. Mercedes says that in five years it has doubled its UK sales of cars, vans and trucks.

It plans to transfer its entire parts operation to Milton Keynes by the end of July. Its headquarters has now effectively been moved into the Vauxhall plant at Luton, Bedfordshire, while its UK parts operation will be centred at the Vauxhall warehouse at Toddington, near Luton. This warehouse will contain parts for both Vauxhall-Opel cars and Bedford vans and trucks.

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Lloyd's spells out stricter rules on disclosure of business

UNDERWRITERS in the Lloyd's of London insurance market will have to make an unprecedented amount of disclosure this year following the publication of recommendations prepared by an internal working party now adopted by the committee of Lloyd's.

The amount of disclosure made, however, is largely to remain confidential to the Lloyd's central authorities and governing bodies.

The 16,000 or so external members of Lloyd's - the wealthy individuals who pledge their capital to allow the market to function in return for a share of the profits - will not be allowed to see material details.

The report on the initial requirements of the disclosure of reinsurance arrangements - the devices used by Lloyd's underwriters to protect themselves against onerous losses - was prepared by Mr Jan

Plaistowe, a partner in Arthur Andersen & Co, the accountants, Mr Colin Smith, of Post Marwick Mitchell & Co, and Mr Simon Ward, of Slaughter & May.

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and what should be disclosed in this respect - a central proposal in a consultation paper issued to the market in January - had given "a lot of heartache."

He added that the most important priorities at this stage were to deal with the disclosure of reinsurance used for tax avoidance and those reinsurance transactions carried out with groups where the underwriter or underwriting agent had a direct interest.

Underwriters' tax avoidance schemes, in the form of roll-over funds, will have to be notified to the Lloyd's authorities. A roll-over fund can be established with a reinsurance group, usually offshore, to reduce the level of taxable profits of underwriting members in the UK by creating a tax deductible premium cost.

A contractual arrangement is usually established with the reinsurer for the repayment of the premium in the following tax year.

Under this arrangement, in the event of no reinsurance claim, or after the deduction of whatever claims arise, the premiums are paid back to the syndicate in the following year.

The disclosure on roll-over funds, however, is to remain private to the Lloyd's ruling authorities.

Related party transactions - between underwriters and the groups in which they own shares - is to remain confidential to the committee of Lloyd's until the eventual establishment of a two-part register of interests.

Part one will show the shareholding links and will be available to the public, while part two, which will contain how much underwriters and other Lloyd's professionals make out of the arrangements, will remain private to Lloyd's.

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DELCO PRODUCTS
TECHNOLOGY WORLDWIDE

THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

WHEN Gildemeister, one of West Germany's leading machine tool manufacturers, announced last November that it was taking a 24 per cent stake in Pitter Maschinenfabrik observers were left asking themselves whether they were watching a business disaster in the making or the first step in the creation of a presence in the world machine tool market.

The doubts are easy to understand. For almost a decade both companies have been struggling with a combination of recession, changing technologies and mounting Japanese competition, a struggle which has absorbed so much of their resources that Gildemeister has not paid a dividend since 1973 and Pitter since 1975. Gildemeister has just announced that it will report an operating loss for 1982, a year which saw its sales revenues shrink from DM503m (£136m) to DM425m. This means shareholders will have to wait at least one more year for a dividend.

Pitter, which has been Gildemeister's major West German competitor in the multi-spindle lathe market has, like Gildemeister, been on the receiving end of some generous handouts from its bankers without which it too might not have survived. In the past seven years its bankers have written off over DM 100m of loans and interest the company owed.

Over the past two years Pitter has embarked upon a crash reorganisation programme which will reduce its workforce by the end of this year to around 1,000 and its annual sales to around DM 130m. In 1981 the company still housed a workforce of 1,800 and sales revenues of DM 171m.

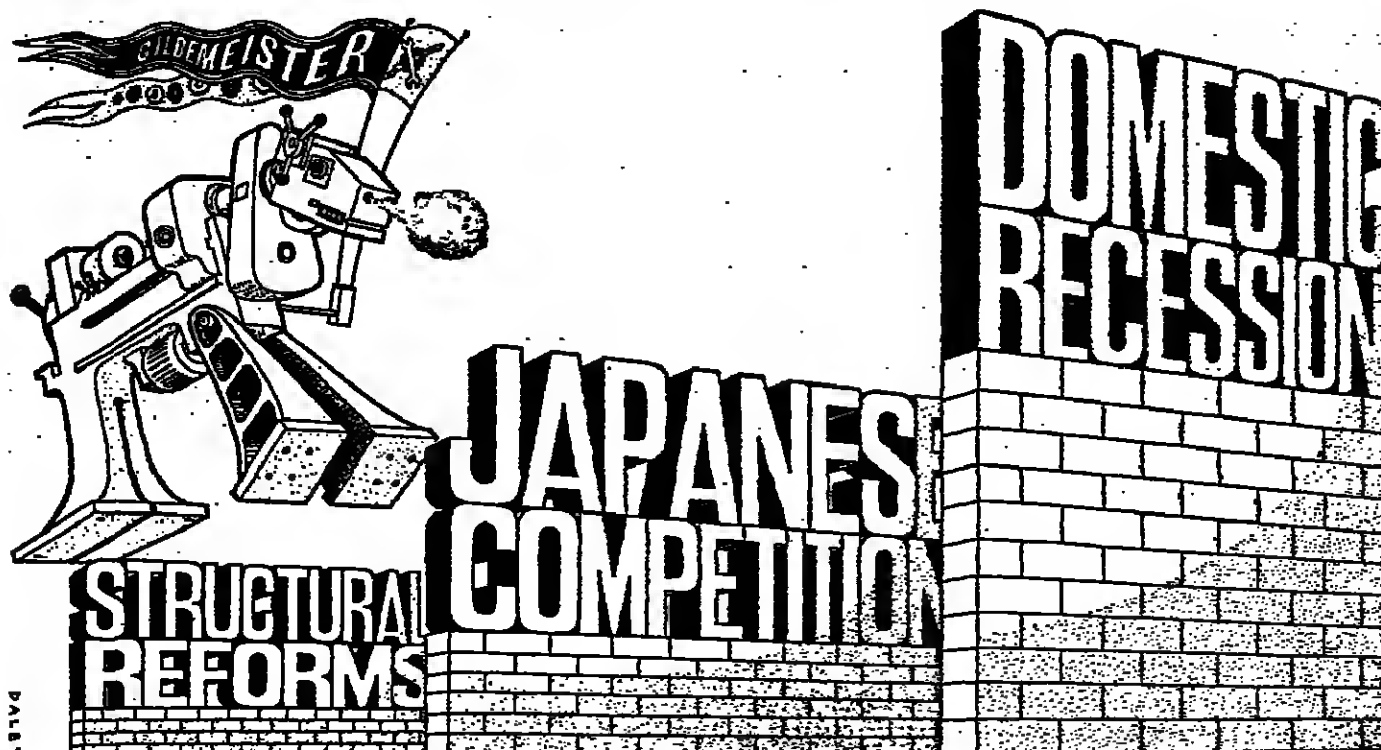
Gildemeister and Pitter are by no means alone in their troubles. Only last month the chairman of the German Machine Tool Association, Bernhard Kapp, admitted that the industry as a whole was operating at a loss in this third year of recession for machine tool manufacturers. In spite of all these problems Dr Horst Gohren, the chief executive of Gildemeister, remains confident that the company is taking the right steps in its cautious link with Pitter and in exploring opportunities for closer co-operation in the research and development and marketing fields.

While outwardly struggling, internally Gildemeister has been undergoing a major reorganisation of its operations in the past five years, a reorganisation which has rejuvenated its management and its product lines. Moreover the company has an eminence grise, a major shareholder, Dr Klaus

West German machine tools

Gildemeister, one of Europe's leading lathe manufacturers, thinks it has grounds for optimism. Stewart Fleming reports

The long struggle to survive



Murmann, a man who sees a profitable future for the company and who has been prepared to put risk capital up front to back this judgment.

Murmann, a West German entrepreneur, is the controlling shareholder in the privately-owned manufacturer of hydrostatic gears, Sauer Getriebe, which he founded in the 1960s with the support of Dr Ludwig Poullain of the Westdeutsche Landesbank.

In 1980, when Gildemeister was already deep in the financial problems which had required West LB to write off a loan of DM 15m the previous year, Murmann surfaced as Gildemeister's fairy godfather. In a courageous entrepreneurial decision he agreed to take up a rights issue by the company which gave him a 25 per cent stake in Gildemeister and gave the company some DM 16m of new equity capital.

Although in 1975 Gildemeister and Pitter toyed with the idea of co-operating because of their interests in the multi-spindle lathe market—both are primarily lathe manufacturers—there is no doubt that Murmann is the motivating force behind

the decisive steps which have now been taken to link the companies, steps which are widely expected to lead to even closer co-operation.

Behind Sauer Getriebe's commitment to the machine tool industry, and the backing of the banks, are giving the two machine tool companies, is a vision of renewed profitability and the creation of a combination to match the best that Japan and the U.S. has to offer in the world machine tool market.

Murmann explains: "We believe that if the company is going to be a major producer of a broad range of machine tools, as opposed to a specialist manufacturer, then we must have a bigger unit," he argues, pointing out that similar concentration has taken place in Japan.

While some West German machine tool manufacturers were slow to adjust to the application of microelectronics and computers to their industry, Gildemeister has been in the forefront of developments. In the mid-1970s, for example, it asked Siemens, West Germany's leading electrical engineering concern, to produce a range of computer controls for a new

Gildemeister product line. Siemens refused. When other companies also turned down the project Gildemeister simply went out and, with the help of a DM 5m research grant from the Government, developed the controls itself. It now claims to be the European machine tool builder with a leading position as a manufacturer of computer numerical control equipment.

Gohren, a reserved, intellectual man, has a background in electrical rather than mechanical engineering. This has certainly been an important factor in the company's decision to keep abreast of microelectronics at a time when vast sections of the West German engineering industry underestimated the pace of developments in the new technology. Gildemeister's prospects would not be anything like as good as they are today were it not for the fact that the company has made major efforts to raise productivity, restructure its management and diversify its product line.

To a considerable extent the company's problems in the late 1970s can be traced back a decade earlier when, partly under the influence of tempting contracts from the Soviet Union, Gildemeister went on a

major expansion drive, acquiring several rivals in the machine tool industry including, for example, Max Müller. Dr Gohren's old firm, which had an attractive range of products, and Heidenreich and Harbeck, an acquisition which brought in additional capacity.

The expansion, a policy which was mirrored elsewhere in the machine tool industry, could not have been more badly timed. Not only did the West German motor industry, a major customer for the industry, hit hard times, but Russian business slumped too. Then, in the late 1970s the industry was hit not only by a recession but also by a staggering surge in Japanese imports—taking, for example, a 30 per cent share of the market for numerically controlled lathes. In 1980, three years earlier Japanese sales had been negligible.

Gildemeister for one found itself facing all these challenges with a hoisted work force, a weak management structure and too much capacity. The result has been a far-reaching shake up, begun in 1977. Throughout much of this period Gohren, who returned to the company from the Quandt group in 1974 and became chief

executive in 1979, has been at the helm.

The workforce has been cut from its peak of 4,500 in 1974-75 to 2,500 at the end of last year, with 500 jobs eliminated last year alone. Partly as a result of recommendations from management consultants in 1979 the management structure has been radically changed. A functional system in which top executives were responsible for such operations as production, finance, development and sales has been replaced by a divisional structure according to which the senior executives in control of each division are responsible for their company's overall performance, and in which each division serves a specific market.

Like many West German companies Gildemeister had not paid enough attention to financial controls in the days of the economic miracle, and a major effort was needed to introduce an effective system of financial management.

Alongside the restructuring of management, production processes too have been rationalised and output per man dramatically improved. This accounts for the sharp cut in the company's labour force. The company is now increas-

ingly buying in specialised sub-components for assembly whereas in the past it used to manufacture a much higher proportion of its output itself. Increasingly too the investment emphasis is on electronics and software.

But while Gildemeister is selling highly sophisticated computer-controlled equipment, it has made only small steps in the direction of automating its own production. It is hard not to believe that this will be allowed to continue, thus further reducing the labour force. As well as diversifying its product range, Gildemeister has also been expanding into new lines of business in which it can use its machine tool expertise.

An increasingly important branch of its operations, for example, has been the sale of machine tool manufacturing systems. This has increased from around 10 per cent to 26 per cent of sales. Gildemeister is selling its know-how, helping customers in Near East countries and the Soviet Union to set up their own industrial plants.

Last year a new division was formed, Gildemeister Automation, to target the fast growing market for factory automation systems. This company achieved sales of DM 30m in its first year of operation. Gohren maintains that in spite of the financial problems on the company, capital investment has been maintained through most of the reorganisation period.

Last year's decision by the company and by Murmann to take a 24 per cent stake in Pitter, and indirectly so to participate in that company's restructuring, is a demonstration of Gildemeister's confidence in its ability to regain its position as one of the most profitable and efficient of the world's machine tool manufacturers.

It can be interpreted too as a signal to international competitors, above all the Japanese, that there are entrepreneurs and bankers in West Germany who are prepared to take risks to ensure that the West German machine tool industry does not become a casualty of technological change and fierce competition.

"Gildemeister," says Gohren, "has done a lot to build a halfway decent Japanese competition." Now the company must hang on to its domestic markets and expand overseas, for example in the United States, where its penetration is relatively low. It is a daunting challenge but the company and its shareholders are setting about with the thoroughness which is the hallmark of West German engineering, but also with a flexibility which some of Gildemeister's competitors have lacked.

BUSINESS PROBLEMS

BY OUR LEGAL STAFF

A squatter

We have a garage premises, which is subject to a two-year tenancy from April 1982. In July 1982 the tenant "disappeared."

When we called at the premises, we found one of his former employees working away, repairing cars. He asked if he could stay on and we had some negotiations with him which fell through and he did pay a little rent, but we want him to go. Have we to obtain a court order to get him out, i.e. a summons for possession of premises, even though he is not a tenant?

You should obtain a court order to remove the person who is using the premises. He is probably a former licensee who remains in occupation without your licence or consent, and you can use the summary procedure under Order 24 of the County Court Rules (which is normally applied in squatters' cases) to obtain possession.

Carry back loss

I entered into an existing partnership in December 1981. It was later elected to exist from time this partnership and losses were made to April 1982. I understand that I can carry back losses to as far as 1978/79. Is this correct? Can I still carry back the losses on this new venture even though I had other income in 1981/82 which I do not want to use for offset in 1981. In addition losses are anticipated in 1982/1983. Would you confirm that these again can be carried back to 1978/79 being three years prior to the commencement of business, or is it three years before the year in which the loss was incurred?

Yes; you can claim to have your share of the 1981-82 partnership loss set against your income of 1978-79 (by virtue of section 30 of the Finance Act 1978).

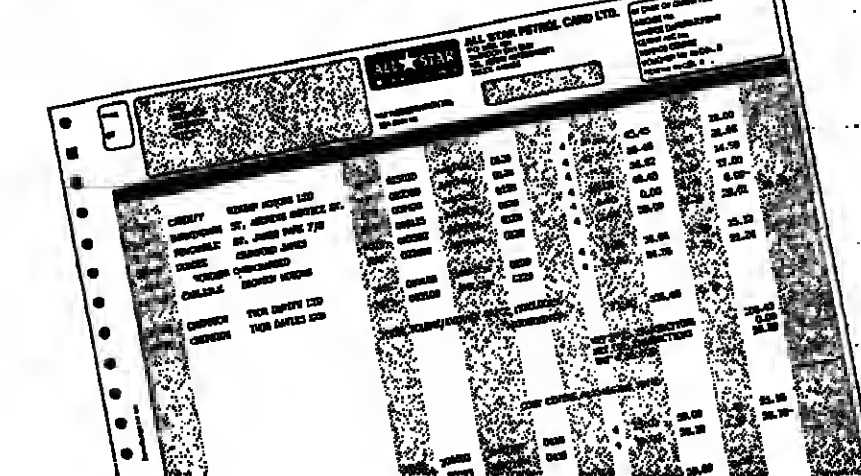
Your share of the 1982-83 loss can only be carried back to 1979-80.

The 1981-82 claim must be submitted before the end of 1983-84.

No legal responsibility can be accepted by the Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.



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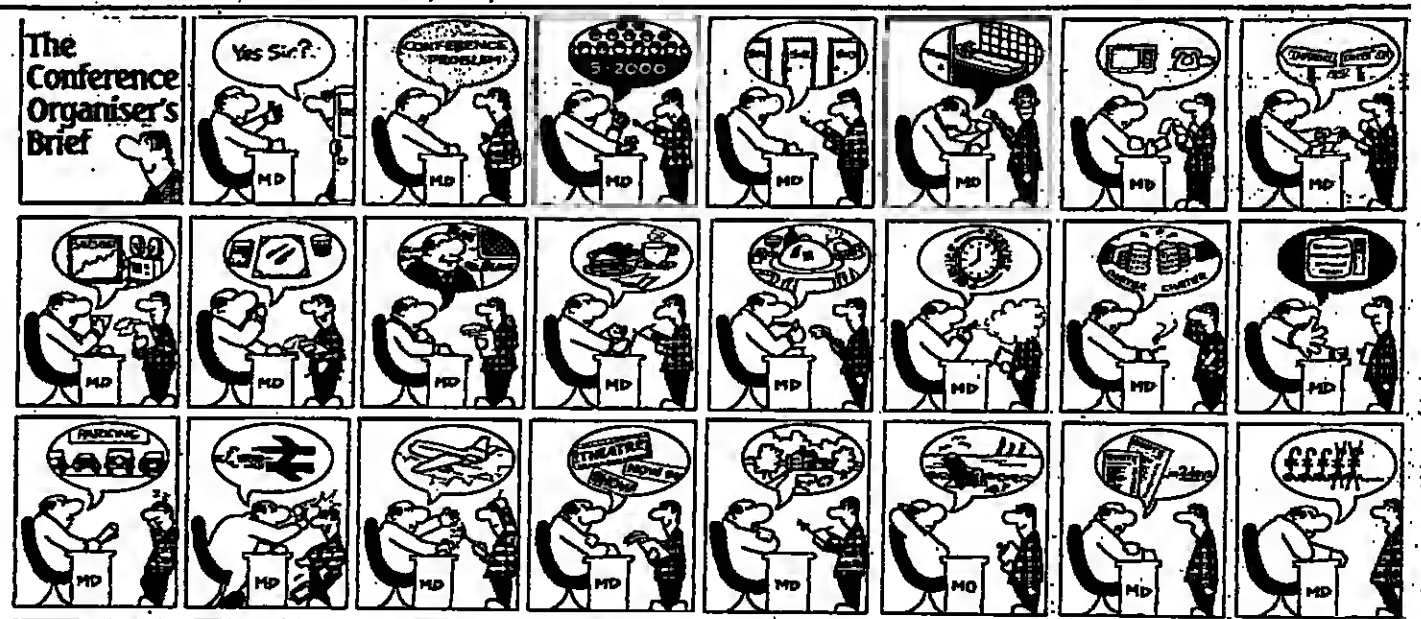
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Wednesday April 13 1983

Takeovers and efficiency

BTR's bid for Thomas Tilling has all the makings of a classic City battle, pitting against each other two British companies which have grown by acquisition but are wholly dissimilar in management style. The affair brings back memories of the late 1960s and early 1970s when conglomerate takeovers were in full spate. Some of the large mergers which took place at that time produced disappointing results, so that managers became more cautious about their ability to handle a host of businesses in widely different industries. The fashion, in the UK and to some extent also in the U.S., moved away from conglomerates towards companies which stick to their last.

Yet acquisition-hungry conglomerates are still very much part of the scene in both countries and some of them, like BTR, have shown a remarkable capacity for improving the performance of businesses they acquire. BTR itself disdains the conglomerate label, arguing that most of its subsidiaries are linked by product, market or technology. But the bid for Tilling can hardly be justified on the basis of industrial logic or synergy, to use two once-fashionable phrases. It is based on the belief that Tilling's assets will produce much higher profits if managed by BTR.

Ambitions

That is a perfectly respectable argument. Takeovers, or the threat of them, can be an effective instrument for improving industrial management. A healthy market economy needs marauders who are on the look-out for assets that are poorly utilised — provided that they have the management resources and experience to do better than the existing team. There is always a danger that an acquisitive management will get carried away with its own ambitions and take on too much. There is a limit to the effective span of even the most brilliant manager, especially if he is trying to run a highly diversified range of activities. It would be preferable for acquisitions to be offset by an occasional dose of "de-merging" — a process which is too often regarded as a sign of failure and hence frowned upon as long as possible. BTR has a splendid record, but

excessive size could bring just the weaknesses which it now claims to see in Thomas Tilling.

These matters can safely be left to the market place. The BTR/Tilling merger does not raise issues of competition and there are no grounds for referring it to the Monopolies Commission. Indeed, the Government will have an opportunity, if and when it decides not to make a reference, to state clearly that conglomerate mergers will not be referred to the Commission unless they involve some very special factors affecting the public interest and that those special factors will be spelt out at the time of the reference decision.

Stigma

Takeovers are not, of course, an infallible source of greater efficiency, and there are circumstances in which the threat of bid can have perverse effects on the intended victim; energies can be devoted, over a period of many months, to frustrating the bid, instead of running the business. It is also true that the marauding takeover specialist generally picks the easier situations; he steers clear of deeply troubled companies which are already in decline but which could possibly be revived if a new, dynamic management was installed.

The prospect of factory closures and large-scale redundancies, and the threat of them, partly because of the damage they fear such action might cause in their existing businesses. The stigma that now attaches to so-called asset strippers — much more than say, 15 years ago — probably deters some economically desirable mergers. For it is in these ailing companies where a change in management is urgently needed — before decline becomes irreversible.

Takeovers can be no more than supplementary to the regular process of monitoring by owners — primarily the institutional investors — who must be prepared to seek management changes when the company's performance requires it. Active owners are at least as important to the system as active bidders. Both groups need to act boldly if the market economy is to flourish.

The televising of Parliament

MR AUSTIN MITCHELL, the Labour MP for Grimsby, will introduce a ten-minute rule bill in the House of Commons today calling for the proceedings of the Parliamentary Select Committees to be allowed to be televised — at the committees' discretion.

As far as demands for the televising of Parliament go, it is a pretty modest proposal. But in a way it is one of its merits. It is one thing to unleash the television cameras on the House of Commons chamber with all the insults and background noise of (say) Prime Minister's Question Time. It is quite another to let them record the relatively sedate performances of the select committees.

Senior Treasury officials explaining the basis of monetary policy under questioning from a small group of MPs could make compelling viewing, as anyone who has turned up at the Select Committee to the Treasury in the last few years will acknowledge. The proceedings can be much more revealing than anything that happens on the floor of the House, and much less parsimonious. And if an experiment on televising the committees were judged to be successful, it would then be possible to move on to televising the Chamber.

Enhanced

Mr Mitchell's proposal also has respectable antecedents. A few weeks ago the House of Commons Liaison Committee, which is composed of the chairmen of all the select committees, produced a report on the working of the committee system so far. Paragraph 87 read in part: "We must place on record the conviction of most of us that the work of select committees would not be damaged, and might be considerably enhanced, if it took place with television cameras present. Every move made in recent years towards making select committee work more open to the public... has raised fears that it would affect the seriousness of committee proceedings; and in each case the fears have proved to be unfounded."

Dignity

No one should be put off by the strictly limited success of sound broadcasting. That depends on the acoustics and the results are not always gratifying. Yet most of those who observe the proceedings of the House from within would testify that they are much more impressive than they sound on the air. Television could restore the impression of dignity and good sense that is sometimes missing from the radio. It would also expose, and therefore perhaps prevent, pomposity.

Under the procedure for a 10-minute rule Bill, there would be a vote on Mr Mitchell's proposal only if it is opposed. One way of defeating it would be for those who are against it simply to keep quiet. That, however, would be the coward's way out, suggesting a fear that the forcing of a vote would lead to a victory for Mr Mitchell.

Courage

Those who oppose the televising of Parliament, even in the limited form now being put forward, should have the courage to say so. Those who support it should do their utmost to turn up and to be ready to vote in favour. For if the Bill is defeated, or goes by default, that will be almost certainly the last that will be heard of the matter in the present House of Commons. It will come up again in the next Parliament, as it always does. But there is an opportunity of voting for change today.

THE computerised supply of financial and commercial information has become a big business. The emergence of this major new market will be underlined this month by three developments:

First, Telerate, a New York company which provides financial information to banks, brokerage firms and investment institutions, is expected to launch its shares on the New York Stock Exchange. Despite the fact that the company is less than five years old, employs 90 staff and had revenues of \$41.6m last year, market analysts are already forecasting that it will have a stock market price tag of \$800m.

It is installing its screen terminals in the U.S. at the rate of nearly 2,000 a month and the rate is accelerating. Secondly, Reuters, its older and much larger rival in the transatlantic business information battle, is expected tomorrow to announce record annual profits of more than \$35m. The international news agency, with 32,000 terminals installed also has ambitious plans for expansion.

Thirdly, in the more specialised corner of the business information market, Datastream, which gives its 400 clients the ability to carry out their own financial and investment analysis, had some interesting stock price data to add to its data base last week — the listing of its shares from 232p to 242p on the London Stock Exchange after a tender offer was oversubscribed ninefold.

Data bases, where information is held in digital form and updated by computing techniques, are as diverse as the subjects with which they deal.

There are more than 1,000 data bases in Europe alone covering everything from medical research, patents and legal precedents to macroeconomic and genetic data bases for breeding race horses.

In such a fast developing area it is difficult to identify clear-cut market sections. The clearest distinctions perhaps are in the method of delivering the information.

On-line is where the user is directly connected to the data base often over a specially dedicated line.

Off-line delivery is used by companies such as A.C. Nielsen and AGS Research for distributing continuous market research. The information often comes in the form of magnetic tape which can be used on a customer's computer.

Printed material is still predominant in the production of telephone directories and airline time tables.

The on-line sector of the market is growing fastest, according to a report by Frost and Sullivan, the international consultants, on the European market, to be published later this month. It forecasts that total revenue from on-line data base services in Europe will grow from \$300m in 1982 to \$896m in 1987 with financial services growing from \$174.66m to \$453.2m.

Market forecasts for the U.S. suggest that on-line data base services revenues could top \$4bn by 1985.

The U.S. is still a long way ahead of Europe in the exploitation of data because of technological advances, a more unified market, cheaper communications and less resistance to paying for information.

Telerate is just one of dozens of U.S. "information utilities"

The data base industry

The rise and rise of the 'information factories'

Raymond Snoddy in London and William Hall in New York report on the growth of a major new international market

trying to satisfy the explosive demand of the U.S. financial community for up to date information.

Its record — net income has risen from less than \$1m in 1978 to \$11.1m in 1982 — shows how lucrative the business can be if a company can find the right mix of data and right audience. But to date Telerate's financial success seems more the exception than the rule. The competition is very fierce.

The players range from the traditional providers of financial information such as Dow Jones, Dun and Bradstreet and the New York Times, to unlikely competitors such as the Readers Digest which has acquired an information storage and retrieval service called The Source.

The Readers Digest company is recruiting over 2,000 subscribers a month mainly from the business and financial community, whilst Dow Jones News/Retrieval service is putting on 3,000 subscribers a month.

These traditional information companies have been joined by subsidiaries of major companies such as Lockheed, Mead Corporation and TRW. The latter start with considerable experience in computer technology and high speed data transmission and they are using this to speed up the flow of information.

There are also smaller, more specialised "information boutiques" which include Telerate and its rivals such as Quotron, General Telephone and Electronics and Bunker Ramo Information.

Each company likes to think that its service is unique but as the number of players expands so does the area of overlap. Given the speed at which computer technology is changing and the advances being made in high speed data communica-

tions, the market leaders are always in danger of being challenged.

For example, to protect its position, Telerate is developing a micro-computer based terminal, Telerate II, which will be able to analyse and perform calculations with current market information. It also plans to offer computer software which will demonstrate arbitrage possibilities, calculate yields and make market comparisons.

New ways are also being explored to reduce reliance on telephone circuits, one of the main reasons why its terminals break down. Satellites or FM radio signals may be used to improve data transmission flows and reduce costs.

TRW, one of America's biggest space and defence electronic contractors, moved into the information business in 1969 by acquiring a small company providing credit information to banks and retailers. It is now the biggest information operation in the U.S. with files on 86m customers and

processes 250,000 credit reports a day.

Tom Goldman, vice-president of TRW's credit information services, describes his Californian-based computer operation as an "information factory" with its nationwide communications network providing the delivery systems.

"Even though the data may be different, the nature of the factory and delivery mechanism is not going to change," says Goldman. His company is moving into property information for the financial community and is working on secret plans to provide more information support for companies such as Sears Roebuck, which are diversifying rapidly into insurance, mortgage, banking and investment advice.

In Europe, Britain has become the number one supplier and the largest single data base market, largely because of London's importance as a financial centre.

In 1982 the British data base services market was worth an estimated \$235m, France and

Germany \$150m each with Italy lagging at \$55m and the rest of Europe sharing another \$150m.

In France, according to Frost and Sullivan, even successful distributors are not breaking even. Nevertheless, the French companies, with government support, have been trying to reduce reliance on U.S. suppliers and CISI, the largest computing services company in Europe, took the battle across the Atlantic last month where it acquired an 80 per cent stake in the Philadelphia-based Wharton Econometric forecasting group.

The progress in the German market has been slow, inhibited by high transmission costs and the fragmented nature of the German business community. Government plans for a decentralisation of data base infrastructure have had to be scaled down because of lack of demand.

One of Europe's most notable success stories has been the opening in 1980 of the Euronet/Diane host network designed to improve European transnational communications, and lowering the cost of access to on-line data bases. The Euronet network, set up under the aegis of the EEC Commission, gives access to more than 300 data bases all over Europe.

Among Europe's data base companies, Reuters is at present pre-eminent. Last year it took an estimated 17 per cent of European data base revenues and was followed by A.C. Nielsen, Dun & Bradstreet and AGS Research. Reuters like many of its competitors is also at work on new products and on speeding up delivery of existing services.

For example, one of Reuters' 47 services is money markets dealing terminals, which allows currency dealers to make con-

tact in under four seconds — much faster than by phone or telex. They can negotiate and fix deals on the screen, complete with a paper record of the transaction. Around 400 customers pay \$1,250 a month for the service and there are plans to extend it to the bond markets.

Reuters will also be looking at the possibility of using satellites to broadcast their financial service to Europe — as they do to the U.S.

Reuters is also planning to give itself a memory. At present it does not store on a long-term basis the financial information it puts out each day. But for the past year the agency has been building up an electronic "library" and around \$1m is being spent to allow Reuters subscribers to call up information from the past.

A news service — extracts from the news over the past three months — is likely to begin later this year, to be followed later by time series of its financial and commodity statistics.

The "library" will move Reuters closer towards the market served by companies such as Datastream, which provides clients with a historical, financial and economic information service — and the means to interpret it.

"I think Reuters and Telerate are about communications — information from market makers communicated as quickly as possible," says Mr Anthony Holman, executive director of Datastream. "Our business is about computation and analysis and what people can do with a data base — not just shovelling raw data at people."

Datastream offers clients the ability to carry out their own calculations — using the company's desk top terminals — on such subjects as stock market performance, portfolio valuation and economic forecasts. It is kept on 5,000 economic indicators for the leading Western economies.

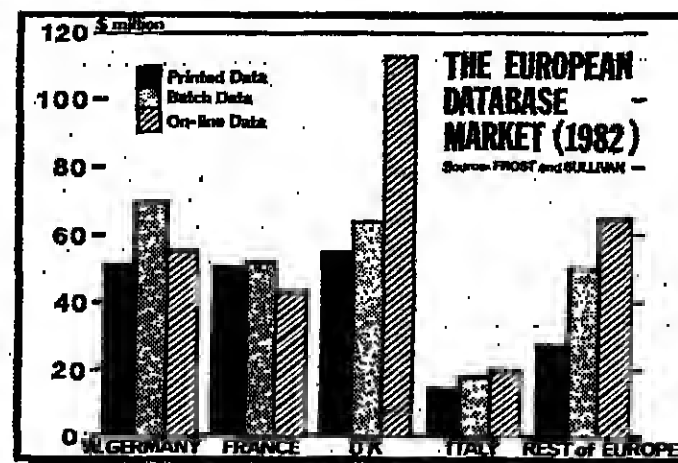
The company earned a \$1.43m profit on a turnover of \$3.3m last year and in 1983 is forecasting not less than \$2m on a turnover of \$10m.

The success of a narrowly focused specialist service like Datastream highlights the failure of Prestel, British Telecom's public viewdata service to capture the public imagination. Between \$40m and \$50m has been invested to develop a system which can be seen on less than 20,000 sets. But net growth is running at 750 new customers a month and the public service has set itself the target of breaking even in the 1984-85 financial year.

But even for the successful the future must seem a little uncertain. Large companies may increasingly use their computing resources to build their own data bases, while the spread of cheap and powerful microcomputers to the desks of businessmen could lead to more personal data bases and greater resistance to the terminal from the data "supermarket".

According to Mr Robin Must, a consultant on electronic publishing, an integrated industry is likely to emerge from the current state of flux some time before the end of the decade. Although the telephone will remain the most widely used communicating device, Mr Must believes that "information is not a bubble that will burst. It is too important to everybody for that."

* Data Base Services in Europe — available from the end of this month from Frost & Sullivan, 104 Marylebone Lane, W1. Price \$7.50.



Martyn Barnes

Men & Matters

Power politics

Sir Walter Marshall, CEBG chairman, has got his own name into the key post of director-general of Barnwood, in Gloucestershire, the board's 1,700-strong engineering team which designs and builds power stations.

Visiting Barnwood today he will explain to the boffins his choice of John Collier, a former close aide at the UK Atomic Energy Authority, as their new boss.

Collier's appointment is an opening move in what promises to be a major CEBG management shake-up in the coming months. Already Denis Lomer, who was the board member responsible for design and construction, has resigned, partly because of what he sees as a weakening of his authority over his engineers.

Marshall sees Barnwood as a "national centre of engineering excellence" that is sorely in need of new direction.

Collier, aged 48, began as a UKAEA apprentice. Last year

he became director of the authority's safety and reliability directorate and responsible for the safety of all the authority's research and prototype reactors to the Sellafield pwr operated by the Royal Navy.

His career in the nuclear business has been mostly at Harwell but has included spells in Canada on the Candu reactor. As Barnwood's dg he must play a big part in reshaping the hapless British nuclear reactor industry, particularly in regard to the Sellafield pwr project, which is currently the subject of a public inquiry.

That will mean persuading CEBG engineers that they will not jeopardise their professional standing, and perhaps their livelihoods, by associating more closely with the National Nuclear Corporation.

The salary for this onerous task will be less than princely — under \$30,000 a year, Collier concedes.

Grand gesture

The First Lady of France practises what her husband, the socialist President, preaches. Since the French have been restricted in their travels abroad under the government's latest austerity measures Mme Danielle Mitterrand has decided she will no longer accompany him on his foreign visits.

Michel Vauelle, official spokesman at the Elysee Palace, says Mme Mitterrand has decided to make this gesture "in solidarity with her French compatriots."

The remarkable gesture by the president's wife reflects the furor the tourist restrictions have caused in France. The FFr 2,000 a year currency restriction for French tourists has sent the travel agents marching to the slogan, Voyager Liberte (travel freedom).

The government has watered down some of its original travel restrictions to appease the

travel industry and a rising chorus of protests from the electorate.

But the spirit and essence of the measures have been preserved and the French will not be able to make more than one major tourist trip abroad this year.

Positive policy

Nobody can accuse Alexander and Alexander of making a drama out of its difficulties. The U.S. insurance brokers, which acquired less than it has gained for when it bought London-based Alexander Howden, notes in its latest accounts merely that last year "was a frustrating and disappointing one" where certain negatives outweighed a number of positives.

The negatives, presumably, were the missing \$55m which the Department of Trade and the City of London Fraud Squad are still investigating.

But life must go on. The accounts show pictures of A & A staff accentuating the positive. Larry "discusses potential exposures at Mangelson's warehouse." Jake is pictured with his mother, Ann, "at her boatyard, Yachts Unlimited." Cla is photographed spending "a quiet moment in the R. B. Jones rooms surrounded by memorabilia," while Jerry and Carol discuss a proposal.

Farm post

Peter Pooley, one of Britain's most expert hands in the field of EEC agriculture, will shortly be hanging his natty, wide-brimmed cap in Brussels again. After a year in London in charge of the Ministry of Ag's fisheries department, Pooley next month returns to Brussels to take the post of deputy director-general for agriculture, overseeing the world-wide marketing of EEC farm produce.

Pooley — as predicted in the FT three months ago — succeeds David Williamson who is return-

ing to Whitehall to head the European secretariat in the Cabinet Office.

His appointment fulfils Britain's long-held desire to retain this key Commission agricultural policy post. While no member state has a formal claim to particular Euro-jobs, each likes to establish first refusal rights as firmly as possible.

Court guide

Another gust in the wind of change blowing from Master of the Rolls, Sir John Donaldson, as the new term started at the Law Courts yesterday. Donaldson is determined to speed up the work of the Appeal Courts over which he presides. And his latest scheme — following his decision to band down written judgments rather than spend hours reading them out — is that counsel should provide the court with "skeleton arguments."

The idea is that much time and money — would be saved if the court had, from the outset, some indication of the points to be argued, the legal authorities to which it would be referred, and the relevant passages in the often copious bundles of documents.

Donaldson suggested that the skeleton should also include legal propositions, chronologies of events, lists of dramatis personae and, where necessary, glossaries of terms.

He described the skeleton as "a tool to be used in the interests of greater efficiency" — at least because it would save the judges the trouble of having to make lengthy long-hand notes.

But mindful, no doubt, of the English legal world's dislike of some foreign habits of trying cases almost wholly on the documents, Donaldson stressed that his proposal would in no way diminish the importance of oral argument in court.

Observer

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IRAQ'S ECONOMY

The guns supplant the butter

By Patrick Cockburn

THE IRAQI Government must regret much of its propaganda in the first two years of the disastrous war with Iran. Devoted primarily to fostering the personality cult of Iraqi President Saddam Hussein, it specialised in a breezy mendacity, even as it filled the battlefront. In one propaganda cartoon an Iraqi, standing in front of a portrait of the President, says to himself: "They say he's got hold of Aladdin's lamp. How else can he manage the war and all this building going on."

Today Iraq has discovered to its cost that its President has no Aladdin's lamp. Grinding battles with Iran have left more than 20,000 Iraqis dead, the same number prisoners and close to 200,000 wounded. Millions of Iraqi military age cannot escape going into the army. The burden on a country of 14m people fighting one with a population of 40m is difficult to sustain.

Iraq's Arab neighbours and its western suppliers now debate two crucial questions: Will Iraq suffer a further military defeat in the war? And how does it intend to pay for the development programme which it started in 1974 and vastly stepped up at the beginning of the conflict?

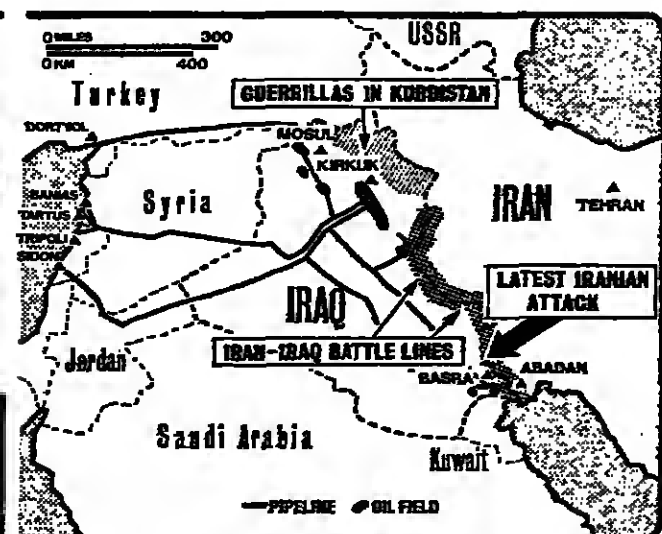
The Government was trying to prove that it could afford both guns and butter. It very clearly cannot. Iraq's oil revenues have dropped from \$25bn in 1980 to perhaps \$6-7bn this year. Its main oil pipelines to the Gulf were cut at the start of the war, the Syrians closed another pipe across their territory last year and Baghdad must now rely on the one across Turkey. Oil exports have fallen from 3.7m barrels a day to 600,000 b/d. The fall in the world oil price has also made Iraq's allies in the Gulf reluctant to subsidise its war effort to the extent they did at the start of the conflict.

In Saudi Arabia, which will have given Iraq upwards of \$20bn by the end of this year, as in Baghdad itself, the Government continually hopes that the war will end. Various international peace missions have paid intermittent but fruitless visits to Baghdad.

Representatives from Iraq and Iran met in Kuwait last week to discuss measures to deal with the enormous oil slick caused by damage to an



PRESIDENT SADDAM HUSSEIN



Iranian offshore oil platform. The talks created a flicker of optimism that a general ceasefire could be arranged, but over the last three days the Iraqis have launched another limited offensive.

With no end to the war in sight, Iraq has to make drastic cutbacks in its expenditure. These are all the more serious as in 1980 and 1981 the country had become the largest construction market in the Middle East, bigger even than Saudi Arabia. Contractors jammed the hotels as the Government awarded contracts worth at least \$35bn. Every effort was made to shield the population from the effects of war. Contractors on top of existing commitments, while the West Germans and the French were more optimistic. British companies, not very well represented as contractors in the Middle East these days, won few construction contracts, though exports soared to \$875m last year—making Iraq the UK's largest export market in the area after Saudi Arabia.

Developing countries such as Yugoslavia and Brazil found it much easier to win vast contracts than elsewhere in the region. Iraq's position as potential host for the 1982 non-aligned conference made it the more willing to give small countries big orders. Today many of these regret their initial enthusiasm. Even the Central Bank of Jordan has had to arrange a \$65m credit for its exporters caught by the collapse of the Iraqi market.

For others the final losses—unless the war ends very soon, and Iraq can step up its oil exports—will be huge. It is the biggest disaster to hit the international contracting business in the Middle East since the Iranian revolution. The French export credit agency Coface has provided guarantees for contracts worth \$5bn.

It was the closure of Iraq's oil pipeline across Syria in the spring of last year, depriving the country of at least \$5bn a year in revenue, which brought the financial crunch. At the same time Saudi Arabia, Kuwait, Qatar and the United Arab Emirates, who have given over \$25bn since the start of the war, are now reluctant donors. Saudi Arabia is believed to be still paying \$1m a month, part of it in the form of oil, but this is not enough.

Inevitably Iraq is trying to convert almost all its payments on civilian projects from cash to credit. Some of this is on a government to government

basis. Given sustained lack of enthusiasm by banks for exposure in financing exports to, or projects in Iraq, some form of government guarantee is necessary for most private sector credit to be arranged. Britain's Export Credits Guarantee Department is likely to make a credit arrangement of some \$150m this month, most of it to be used by three UK contractors.

What money Iraq does have will go on weapons and essential commodities such as foodstuffs. There is just enough money for these, given favourable credit arrangements with the West and continuing aid from Saudi Arabia, but the margin remains very fine.

But President Saddam Hussein's financial problems increase his political difficulties. Since the ruling Baath party came to power after a coup in 1968, the country has always been a dictatorship, but up to 1978 it was a relatively successful one. The Kurdish rebellion was defeated in the north of the country, the oil companies nationalised, counter coup bids defeated and a measure of prosperity created. It seemed that Iraq, the only Arab oil state with a large population, would replace Egypt as the leading power in the Arab world.

It is in the last four years that Saddam Hussein, who became President in 1979, has seen everything he touched turn to disaster. Even if the money was available, the development

programme was ill-planned and far too unwieldy for Iraq's existing physical and educational infrastructure. For instance, money was poured into agriculture, vast irrigation schemes constructed and dams built, but agricultural production remained obstinately static.

Despite all this investment Iraq's largest export after oil was dates. The former was worth \$25bn in 1980, the latter probably less than \$50m—figures cannot be precise since Iraq ceased to publish any official statistics after 1977.

As in the other oil states the vast oil revenues were often consumed in non-productive prestige projects. The Government was often criticised for failing to appreciate that the award of a turnkey contract did not necessarily ensure long-term development, or the purchase of a new tank military efficiency.

The over-confidence created by this wealth, combined with some covert encouragement from the U.S. and Saudi Arabia, led Iraq to attack the Iranian oil provinces of Khuzestan in September 1980. The problem for Saddam Hussein today is that the attack not only failed but he is finding it increasingly difficult to provide Iraqis with the economic benefits which might alleviate war weariness.

This does not mean his regime will inevitably collapse overnight. The Baath party has spent years taking precautions against a military coup and has built a vast apparatus of repression against any form of dissidence. This has failed to prevent much more serious guerrilla activity in Kurdistan over the past year, but the opposition is still fragmented. Within the ruling Baath party the President executed modest potential opponents in 1979, while the security services are headed by his half brothers or other loyal supporters.

Despite this it is difficult to find Iraqis, even Government officials, who believe that if the war with Iran continues the present leadership can long survive. With a quick peace, oil exports resumed and the army demobilised it stands a good chance, but no more, of staying in power whatever the lack of popularity. This is a limited ambition for a Government which four years ago hoped to make its country the great power of the Arab world.

Social Affairs

Time to re-focus on unemployment figures

By Ian Hargreaves

WE HAVE long been snowed-blind to unemployment figures, but a couple of forecasts this week merit the effort of re-focusing.

The better known of the two is the report from the 40 sector committees of the National Economic Development Council, which pointed to zero employment growth in the rest of the 1980s.

The quality of this forecast, however, is not necessarily to be relied upon. It is less of a researched assessment than a broadening of the anecdotal evidence with which anyone who talks frequently to business leaders is familiar. It is hard to find one who expects his own company to employ more people in the next five to 10 years.

A less publicised report, but a better researched one, from a private group at least made a stab at more careful quantification of the future, by asking 700 general managers, 200 of them in face to face interviews, about the medium to long term effects of recession upon their businesses.

When the interviews were carried out, in spring 1982, these managers, in common with many others, were enjoying one of several false dawns of optimism about economic recovery. Only 4 per cent forecast a decrease in their company's capacity and only 18 per cent expected their 1984 output to be lower than 1978 output.

In other words, they saw the economy turning full circle within six years. But when it came to employment, 75 per cent said that they could not foresee a return to 1978 levels, and half thought their payroll would be some way below the 1978 figure. Of this half, 56 per cent, or a fifth of the total sample, forecast a drop of over 20 per cent.

Now it could be that these returns are misleading, not least because general managers are largely unaccustomed to systematic thinking about five-year employment projections.

Indeed, the authors of the survey admit patchy returns in this area. Nonetheless, it seems sensible to conclude that both these reports add their different kind of weight to the stacks of econometric forecasts already in hand, which point to the same

conclusion: that there has been a long-term, probably a permanent, drop in the size of the British employment base. If all this sounds assiduously cautious, it is meant to be so, in part because I am stung by Mr Michael Foot's forecast to the recently published Labour Party campaign document, in which he speaks of "the new Conservatives" who "with the craven connivance of the old ones say (mass unemployment) is inevitable." Since reading that I have been struck by the fact that government ministers seem to have taken roughly the same line on Monday in attacking the NEDC report as in pessimistic.

At least the politicians are united on one count. Mr Foot's frustrations, however, are readily understood. The latest Gallup poll shows

Neither Labour nor the Conservatives have an employment strategy which carries conviction

that a record 81 per cent of the electorate now believes unemployment to be the most important issue facing Britain. At the same time, it is a Government which intensely dislikes the public sector but still chooses to spend large sums of money on false jobs in local authorities and elsewhere through the much re-designed and therefore disorganised channels of the Manpower Services Commission.

As for Mr Foot, he betrays an eagerness to promise on all fronts and therefore communicates a sense of reduced likelihood of delivering on any. Labour loves the public sector. But when it speaks of industrial regeneration and jobs, it hankers for the past even as it speaks of the future.

Take the railways as an example. Labour wants to spend more money there, but its spokesmen, as the Darlington electorate heard, cannot bring themselves to accept that the Shildon wagon works is of the past.

But the point is that neither these new conservatives, nor the new Conservatives, have an employment strategy which carries conviction.

Perhaps that is why the electorate, having identified the main issue, has decided it will have to make up its mind on the basis of minor ones.

The Impact of Recession: Industrial Market Research, New Bridge House, New Bridge Road, Brentford, Middx, TW8 0ED. £150.

Letters to the Editor

The record of Britain's trade with Japan

From Mr J. Bourlet.

Sir—How many people think that Britain has a huge, and growing deficit with Japan? Certainly, Lord Cockfield, Minister for Trade recently stated "There is a great disparity in trade with Japan—something has to be done about it." Labour party spokesmen and even Mrs Thatcher have also publicly stated this claim.

But the figures given in each year's April edition of the Bank of Japan's Balance of Payments Monthly show that this impression is terribly mistaken and arises mainly from the very poor detail available in Britain on UK invisible transactions.

As can be seen "invisibles" (tourism, shipping, insurance, royalties, investment income, etc.) always more than outweigh visible trade—and Japan needs to earn a surplus on "invisibles" to pay these bills.

Actually, Sir Julian Ridsdale, chairman of the British-Japan Parliamentary group recently acknowledged this with the superb understatement "The (visible) deficit with Japan is eased by invisibles."

Year	Visible trade balance	Invisibles balance	Current (total) balance
1966	-98	241	179
1967	-137	248	146
1968	-131	339	208
1969	-28	398	424
1970	-56	493	438
1971	-102	490	388
1972	-416	467	51
1973	-327	759	432
1974	-675	1171	496
1975	-687	2,000	1,313
1976	-616	1,498	882
1977	-1,080	1,385	305
1978	-1,095	1,496	391
1979	-1,368	2,004	636
1980	-2,196	2,999	803
1981	-2,398	4,389	1,991

drive used for many years in all Harrier jump-jets. The company is now working on three further projects and has more in the pipeline; indeed the Perbury CVT has a very wide range of applications for which it is hoped to see production in due course.

Perbury Engineering has long been backed by the National Research Development Corporation which financed some of the development and which is still the sole licensor of Perbury patents and know-how. After Leyland's years of involvement it is encouraging to see that it may enter the CVT market with its commercial vehicle application of this technology.

For Mr Perry,
P.O. Box 2, Charlbury,
Oxford.

Rates versus

sales tax

From Mr J. Hancock

Sir—The intention of the Prime Minister to pursue the idea of replacing rates with a local sales tax rather distresses me. Your correspondent, Mr Desmond Goch (April 5) says, in relation to raising revenue, that it matters very little from which of our pockets the money is withdrawn.

To the many on a low income, this is quite fallacious. On my modest pension I am at least able to claim a rate rebate from my local council. If a local

sales tax were to be introduced would people like myself, and thousands like me, be issued with tax free, or graduated tax vouchers, on the whole range of items subject to a sales tax?

It is a well established fact that indirect taxes, such as value added taxes, sales taxes etc, bear more heavily on the lower paid. As Mr Goch so rightly implies, the cost of administering a sales tax would be considerable. It is well to remember that some ten years ago, before VAT was introduced, Customs and Excise had to recruit about 7,000 extra taxmen to collect and administer it.

An important point which needs to be explained in connection with a local sales tax, is would it be additional to, or instead of, value added tax? Admittedly, the present rating system has many defects, but at least rates are easy and reasonably cheap to collect and, moreover, virtually impossible to avoid.

Once upon a time the Liberal Party had a hold and imaginative scheme for rate reform, based on the rating of land, or site, values, irrespective of the buildings erected thereon and any other developments taking place on a particular site. This appears to be a sensible basis for reforming the present rating system.

John C. Hancock,
12 Grosvenor Close,
Miltonilton,
Townton, Somerset.

The breakfast

TV audience

From Mr P. Hogg

Sir—It is surprising that neither the financial investors nor the programme planners of TVam appear to appreciate why they cannot expect to match, let alone surpass, the viewing figures of the equivalent BBC programme. It is even more surprising in the light of the evidence of the increase in numbers they obtain on Saturdays and Sundays.

Breakfast TV originated in the U.S. Then one has no alternative but to accept the commercial breaks as part of every programme viewed. Thus when faced with programmes of similar content being transmitted simultaneously American viewers choose the channel with the personalities and gimmicks which appeal to them most.

In the UK the viewer has a choice. That is why he it Budget or election being shown simultaneously by both UK channels the majority opt for the BBC with no commercial breaks. It is even more the case with breakfast TV which most viewers see only in part. TVam figures go up on Saturdays and Sundays because the BBC offers no similar programme. Choice has little to do with presentation.

The pity is neither channel is offering the format which could be of far more use and appeal to the ordinary viewer and unique to this country. It exists and TVam may have to find that format if it is to survive.

Patrick A. Hogg,
Belgrave House,
St Andrews, Fife.

Placing the

news

From Mr F. Haney

Sir—I agree with Chris Donnelly's perceptive comments (April 6) on Channel 4 news and suggest that if it is rescheduled 6 o'clock is the most appropriate time. The other main news shows are off the screen at six leaving, at least in me, a craving that is not satisfied by the afternoon newspaper. Channel 4's six to seven package is generally uninspiring as it is.

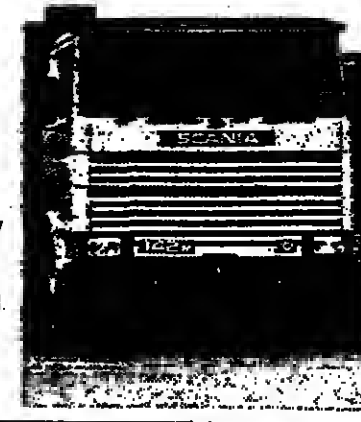
F. J. Haney,
16 Sloane Square House,
1, Holborn Place, SW1.

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Wednesday April 13 1983

Alain Cass, Asia Editor, explains a subtle change of policy

Why Zia is hopeful about Afghanistan

THE PAKISTANI Government is setting up the first camp for Afghan refugees, outside the remote and unruly tribal area which borders Afghanistan.

The camp is to be set up in the Punjab, deep inside Pakistani territory and well away from the camps which have mushroomed throughout the North West Frontier province since the Soviet invasion of Afghanistan in 1979.

The official reason for the move is that the Frontier province, where the spectacular Khyber Pass leads into Afghanistan, is overcrowded - and the presence of more than 2m refugees it is argued, will lead to tensions and clashes with the local population.

It is also pointed out that establishing camps outside a province where the ethnic origin of the local Pakistani population is the same as that of the refugees - both are Pathan tribesmen - discourages the idea of permanence.

There are those, however, who offer a third, more cynical view. They claim that the camp in the Punjab which is Pakistan's most populous province and the power base of its ruling arm, the army, will eventually serve as a collection point for those fundamentalist refugees who would refuse to back a political compromise with the Soviet Union.

"Remove them from the border," said one observer in Islamabad, "and you cut their links with Afghanistan. That way you neutralise them."

It is, for the moment, a minority view and one which takes scant account of the sheer generosity of Pakistan's attitude towards the refugees.

It does however, underline the growing belief that Pakistan is slowly evolving an independent policy towards Afghanistan aimed at securing a swift political settlement which could provoke a head-on clash with the U.S.

They point to the mysterious optimism surrounding the Pakistani decision at the talks taking place under United Nations auspices in Geneva. This optimism sprang suddenly from President Zia ul Haq's first meeting with Mr Yuri Andropov, the Soviet leader, last November and which has not dissipated despite little tangible evidence of movement on Moscow's part.

Pakistan appears genuinely to believe that the indirect talks between its own delegation, led by Foreign Minister Yakub Ali Khan, and his Afghan counterpart, Mr Shah Mohammed Dost, will bear fruit within 18 months or so.

The Pakistanis are also apparently convinced that a real change of

heart has taken place in Moscow. The Soviet Union, it is said, is eager for a political settlement and withdrawal of most of its troops.

This optimism was further underlined by Mr Diego Cordovez, the UN Under-Secretary General, who is mediating in the talks, after his recent round of shuttle diplomacy.

Pakistan still officially maintains its four principles for the resolution of the Afghan problem: the withdrawal of all Soviet forces, the return of the Afghan refugees, a return to non-alignment and Islam in Kabul, and the right of the Afghans to choose their own government.

Privately, however, there has been a distinct shift in Pakistan's attitude. Its first priority now is the return of the refugees. President Zia, however, realises that this cannot be achieved without a withdrawal of at least a major part of the Soviet forces.

This position underlines the fact that national interest and the need to live in peace with Pakistan's communist neighbour to the north has become his overriding concern.

Given appropriate security guarantees, including a recognition of the Durand Line, Pakistan might also agree to the presence of a

small number of Soviet "advisers" in Kabul.

As one senior Pakistani official put it, "The Russians might well, legitimately ask us 'You want us out of Afghanistan, fine. What situation do you want to revert to? The one when the King was there? The one before the invasion when we had a few thousand advisers? Or what?'"

President Zia's regime, for all its Islamic posturing, certainly accepts that any future government in Kabul, headed by Mr Barak Karmal or not, would have close relations with Moscow.

On the Russian and Afghan side there has been a marked increase in recent weeks in the number of public admissions of the cost of the war in men and hardware.

Some observers interpret this new frankness as a signal that Kabul and Moscow are preparing their populations for a long struggle.

It could, however, be seen as a prelude to a compromise. Major changes on Soviet policy have traditionally followed a change in the Kremlin leadership, which has conveniently blamed its predecessor for past mistakes.

How far down this road Pakistan is prepared to go remains to be seen. Pakistani officials stress that

"we won't do anything foolish or be led into any traps."

In the first place Moscow's willingness to leave Afghanistan without securing it, irreversibly, is still far from clear.

A concerted attempt is under way to improve Soviet relations with Pakistan and China. But the idea that Moscow would simply abandon Afghanistan, so effectively admitting the failure of the "revolution" there seems, to most observers, inconceivable.

Second, even if Pakistan, Moscow and Kabul were to reach an agreement, there is no guarantee that the fractious Afghan rebels would accept it. Three years of bitter fighting have left deep scars and the Islamic fundamentalists, encouraged by Iran, appear to be gaining in influence.

Finally Pakistan must be careful not to antagonise the U.S., whose \$3.2bn arms and economic aid package will, for the next three years, remain a vital prop for President Zia's unpopular regime.

Pakistani officials may say that 40 F-16 fighters will not buy their allegiance. But faced with profound economic problems and an uncertain political future, President Zia's military regime needs all the friends it can get.

THE LEX COLUMN

GKN patches up the damage

The Bank of England has refined its money market tactics to such a pitch that, on a day like yesterday, it is apt to release a multitude of signals, the collective meaning of which is impenetrable. It is still holding up a cut in base rates, by leaving its intervention rates resolutely in place, although its decision yesterday to take out the whole money market shortage suggested some softening in its line.

The authorities may have acknowledged the imminence of a base rate cut, and are merely trying to tone down the market's enthusiasm, at least until today's tap - which was looking rather forlorn last night - is out of the way.

GKN

Yesterday's rights issue from GKN is no bolt from the blue, given the steady deterioration of the balance sheet over the last three years. But the timing of the move, designed to raise £77.2m net, took the market unawares.

Rather than wait for clear signs of recovery in demand, GKN has chosen to ride in behind a share price that has risen from 116p at the beginning of the year to 178p at Monday's close. Other hard-hit engineers will be watching the reception closely. But the initial owners are not particularly favourable. In sharp contrast to the ecstatic acceptance of other rights issues in the last couple of months, GKN's price moved down 16p yesterday.

Admittedly the issue is heavy - at one-for-three compared with the one-for-fives issued in 1975 and 1977. Given the reduced state of the company's share price, anything lighter would hardly have been worthwhile. As it is, net debt is reduced from 62 per cent of shareholders' funds to a pro forma 43 per cent. To shareholders who saw the dividend cut by 50 per cent in 1980,

the intention of maintaining an 8p payout on the enlarged share capital may not seem overwhelmingly generous.

Indeed, it is only as a result of the cut that GKN can contemplate financing the fresh equity. The record on this front is anyway hardly encouraging. In the past eight years it has paid out a total of £151.5m in net dividends, and raised £183m by way of rights, including yesterday's call.

Stripping out all the reorganisation costs, above and below the line, GKN's return on capital remains at about 10 per cent. A somewhat backhanded benefit is that the cash infusion will actually enhance this year's earnings per share through interest saving. Pretax profits of £70m against £40.8m are possible.

Yet, even after the recovery in the share price, the group's assets are discounted by the market by about half. GKN remains 50 per cent exposed to the motor industry, and shareholders taking up their rights will be displaying an act of faith that it will be possible to generate a proper return on capital in this area of economic activity.

Northern Engineering

It begins to look as though the string of acquisitions put together since 1978 by Northern Engineering Industries, itself an amalgamated product forged in 1977, may be paying off in classic style, offering the prospect of steady growth based on a balance of businesses which was lacking at the outset of the recession.

Some individual subsidiaries, notably N.E. Cranes, have also reacted well to downturns in their principal markets by turning to new product lines.

Both these strengths are evident in the 1982 results, with pre-tax

profits up 20 per cent to \$38.5m on a 20 per cent higher turnover.

While the underlying position of the group has improved, though, Northern Engineering has picked up at least one North American business, bought in 1980, which is causing concern. Exel, the U.S. ex-machine manufacturer, has lost \$4.1m against a profit of \$3.62m in the face of continuing weaknesses in its deregulated U.S. market.

The current performance of the group, most particularly its control of costs and a 60p cash surplus in 1982, suggest that management should be equal to the task of reducing the hazards of its expansion strategy.

Even on a conservative estimate Northern Engineering should make £45m pre-tax in 1983 which leaves the shares - up 34p to 86p yesterday - trading on a prospective yield of 9.8, fully-taxed. The yield is 1.5 per cent.

UDS

At least one component of the name United Drapery Stores (UDS) is already redundant. The board remains bitterly divided, with the majority voice apparently believing that, if Hanson Trust were to gain control, the company would not be in drapery - or even in stores - for much longer either.

The six-man majority has engaged in verbal calisthenics to justify acceptance of an offer which, however you view it, is worth less to shareholders than the Hanson bid. Among its more far-fetched utterances is a reported statement of Hanson's that "it had not studied any of the UDS businesses".

The board may have a responsibility to its employees as well as to its shareholders, but it has yet to make a convincing argument for accepting the lower price.

CGCT calls on state for FFr 2bn cash

BY PAUL BETTS IN PARIS

CGCT, the former French telecommunications subsidiary of International Telephone and Telegraph (ITT) and financially the weakest of France's three main telecommunications equipment manufacturers, warned yesterday that its survival was at stake unless the government swiftly approved a FFr 2bn (\$275m) refinancing order.

M Pierre Lestrade, the former senior French telecommunications official who was appointed CGCT's chairman when the ITT subsidiary was nationalised last year, also said yesterday that the company would have to reduce by half the 4,000 people currently employed in its public telecommunications operations over the next few years. Overall the CGCT group employs 9,000.

It was M Lestrade's first major public statement on the future of his company since he took over last October. He was clearly seeking to put pressure on the new Industry Minister, M Laurent Fabius, to be more sympathetic to the financial plight of his company than his predecessor, M Jean-Pierre Chevènement.

M Lestrade made no secret yesterday of his bitter disappointment that his group was not included in the list of nationalised French companies to receive state financial backing last February. He claimed yesterday CGCT could be a competitive company if it was now given the financial support to put its financial house in order.

M Lestrade said the company had an immediate need to convert some FFr 1bn in refinancing over the next few years. He said short-term debts of just over FFr 1bn accounted for as much as 80 per cent of the group's overall indebtedness. Between 1976 and 1982, the company had accumulated losses of FFr 900m. Last year, the losses totalled FFr 280m, M Lestrade said. He forecast, in the most possible circumstances, a loss of anything up to FFr 150m this year. Sales last year totalled FFr 240 compared with FFr 230 in 1981.

CGCT's future lay increasingly in private telecommunications business rather than in public systems, he said, but it was nonetheless essential for it to maintain its tradi-

tional 18 per cent share of the French public PTT market.

Since the French Government's decision not to select ITT's System 12 digital-switch system, CGCT has been left without a competitive public all-electronic telephone exchange product. M Lestrade said his group now favoured an association with France's Thomson group to produce Thomson's E-10 public all-electronic exchange system under licence.

In recent months, there has been a major controversy about the future of telecommunications in France and the role of CGCT in the industry. M Lestrade claimed yesterday the Government had opted to maintain three manufacturing groups: CGCT, Thomson and CIT-Alcatel, all controlled by the state-owned CGE conglomerate.

CGCT also unveiled Carriage, its new integrated telecommunications and data network commissioned by the French PTT in a major experiment in Rennes. The company pointed to this project as an example of its telecommunications ex-

perience and the strength of its laboratories.

M Lestrade said since ITT pulled out of French telecommunications, there was considerable qualified manpower available at the laboratories earlier involved in the development of ITT's System 12 switch to collaborate in the current and future generations of public telephone exchange.

But CGCT's long-term future had yet to be charted, he said. It could in the long run either be wholly converted to manufacture only private telecommunications systems and equipment, or it could maintain a presence in the public system business at the same time as moving increasingly into private areas. M Lestrade said the company had been encouraged by a FFr 435m cable contract from Kuwait this year and a FFr 60m contract from Argentina.

Although ITT was no longer a shareholder, M Lestrade said, "we are not really divorced from them and our links with them especially in the private business are still good and strong."

German attack on French policy

By James Buchan in Hannover

COUNT Otto Lambsdorff, the West German Economics Minister, yesterday launched a sharp attack on the French Government, accusing Paris of being slow to correct wrong-headed economic policies and of being a bad neighbour in placing the blame for its difficulties on Germany.

In a speech written for delivery at the opening of the Hannover Fair last night, Count Lambsdorff responded angrily to charges from M Pierre Mauroy, the French Prime Minister, that Germany was at fault because of the immense trade imbalance between the two countries.

"The Federal Government finds it hardly very encouraging that Prime Minister Mauroy is seeking to shift the blame for French problems on to the Federal Republic," he said.

In remarks that may surprise some members of Chancellor Helmut Kohl's centre-right Government, who are seeking to limit the damage from the war of words over last month's currency realignment, Count Lambsdorff said, "It is scarcely the way for good neighbours to behave when we hear from Paris that the 'Right' in Germany is not taking unemployment seriously."

"State deficits and inflation do not remove unemployment, they create it," he said. "We said back in 1980 what would happen to the French economy if they consciously set about policies that reduced competitiveness and that has come about," he said.

Count Lambsdorff did give reluctant approval to the austerity programme announced by M Mauroy after the realignment of currencies within the European Monetary System, but condemned the capital controls involved.

He also complained that the realignment which resulted in a larger revaluation of the D-Mark against the other currencies than devaluation of the French franc "would reduce our price competitiveness with other EMS countries."

Barclays files U.S. plan to raise \$500m

By Margaret Hughes in London

BRITAIN'S Barclays Bank plans to raise \$500m in the U.S. in the next two years under the rule 415 shelf registration procedure.

This allows Barclays six months in which to float the issue from the date on which it files its audited company results with the Securities and Exchange Commission (SEC).

Prospective managers for the issue are Goldman Sachs, Lehman Brothers-Kuhn Loeb and Salomon Brothers. Barclays said the new funds would be used to develop and expand its business.

Int. capital markets, Page 28

Australian unions seek return to index-linked wage deals

BY MICHAEL THOMPSON-NOEL IN SYDNEY

THE Australian Council of Trade Unions yesterday bluntly warned the country's employers that it would insist on a return to a centralised system of wage-fixing indexed to inflation.

The council said that continuation of the current wage freeze, introduced by the former Liberal-National Party Government last year, and temporarily adopted by the new Labor Government of Mr Bob Hawke, would be "intolerable."

Mr Simon Crean, a key ACTU official, delivered the warning at yesterday's session of the week-long national economic summit meeting in Canberra, attended by employers, unions and state and federal governments.

Earlier yesterday, two Labor state premiers, Mr John Cain of Victoria, and Mr Brian Burke of Western Australia, called for a mini-budget within the next six weeks to help boost the economy.

The Federal Treasurer, Mr Paul Keating, said last night that there was a "50-50 chance" the Government would introduce a mini-budget - or at least unveil a major economic statement - next month.

The future of wage-fixing in Australia is seen as crucial in restoring the country's lost competitiveness, restoring profit level and reassuring international investors.

Wage indexation was formally abandoned by the Arbitration Commission, which sets wage awards, in mid-1981, after which there was a highly damaging, sharp rise in wage claims, which boosted wages in the pace-setting metals sector by more than 20 per cent.

The Confederation of Australian Industry said on Monday it opposed a return to wage indexation. It also opposed a return to centralised wage settlement - unless rises are directly linked to increased productivity. It wants a continuation of the wages freeze at least until the end of this year.

A return to centralised wage fixing is a key element of the Government's prices and incomes pact with the ACTU which also covers non-wage incomes, taxes, prices and industrial relations.

Mr Crean said yesterday that the timing and size of the next national increase could be the subject of further discussion once the unions and employers committed themselves to return to "an effective centralised wage-fixing system."

Mr Cain, the Victorian Premier, called for a mini-budget within the next six weeks to "jolt the economy out of its downward path." He wants a speeding-up of government spending plans, an immediate boost for housing and a further refutation of the economy in the budget prop-

er in August, augmented by tax cuts.

Australia's prospective budget deficit for 1983-84 is already A\$3.5bn (\$3.5bn), partly as a result of the former government's "give-away" budget last August.

Mr Burke, the Western Australian Premier, called for the restoration of centralised wage-fixing by early next year, "when the maintenance of real wages, through indexation, should become a clearly defined national goal."

The Government may find its options restricted in terms of refuting the economy. Mr Keating has warned the Canberra summit that the most the country can hope for over the next three years is a halt to the rise in unemployment.

One of Labor's main election promises was to provide 500,000 new jobs over the next three years. To achieve that, Mr Keating said, would require an annual growth in gross domestic product of more than 4 per cent.

The background to this week's summit is one of almost unrelieved economic gloom. Australian GDP fell by 1 per cent in 1982, while gross farm product declined by 18 per cent.

The unemployment rate last month (seasonally adjusted) was 10.1 per cent, inflation is at 11 per cent.

Habib move on Lebanon

Continued from Page 1

"Israel must do more to back up its claim that it is willing to withdraw (from Lebanon) and willing to respect Lebanese sovereignty," Mr Pym said. "It is unacceptable that Israel should press ahead with its settlement programme."

Mr Pym said the Arab world should also bring to a conclusion the rival peace plan adopted at the Fez summit last year, and further developed during King Hussein's recent negotiations with Mr Yasser Arafat, the PLO chairman.

In Washington the White House again insisted yesterday that there was still "considerable hope and opportunity for progress" with the

U.S. plan. The recent statements made by King Hussein and Mr Arafat did not "constitute the end of the road."

Officials said President Reagan had telephoned President Hosni Mubarak of Egypt in Islamabad on Monday night as part of his continuing consultations with Arab leaders aimed at reviving the plan.

Mr Habib was due to hold talks yesterday evening with the Israeli Foreign and Defence Ministers. He will meet Mr Menahem Begin, the Prime Minister, this morning before flying to Beirut to attend the next session of the tripartite negotiations.

World Weather

Algeria	F	15	50	10	18	60	10	15	50	10
Amman	F	20	68	10	21	70	10	17	60	10
Algiers	F	20	68	10	21	70	10	17	60	10
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Amman										

SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Wednesday April 13 1983

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General Electric up 13% in quarter

By Our New York Staff

GENERAL Electric, the diversified U.S. manufacturing group, yesterday reported a 13 per cent increase in first quarter earnings. The company said some of its businesses are benefiting from continuing signs of a patchy recovery but it warned that a more broadly-based sustained recovery will depend on lower interest rates.

GE reported earnings of \$440m or \$1.07 a share in the first quarter, compared with \$377m or \$0.95 a share in the same period last year. Sales increased only 1 per cent from \$8.02bn to \$8.18bn.

Mr John Welch, GE chairman, said: "Signs of an economic recovery seen in 1982's final quarter continued to show slow improvement in the first quarter of 1983. But, he said, 'in the case of GE's earnings, the increase was mainly the result of good operating cost performance.' As a result of actions to reduce fixed costs, the operating margin in the latest period was 8.9 per cent, compared with 8.1 per cent last year.

"General Electric Credit Corporation, nuclear services, aerospace and aircraft engine operations continued last year's strong earnings performance," Mr Welch said.

"The impact of the recovery was seen in major appliances and plastics which benefited particularly from the upturn in housing and consumer durables.

"Industrial components and equipment businesses continue to be affected by the low level of capital spending. Earnings from industrial electronics were also down as machine tool and other key markets remained depressed. The sharp decline in transportation earnings also reflected weak equipment markets."

Setback in broadcasting hits CBS

By Richard Lambert in New York

A SHARP setback in broadcasting profits offset a big rise in first quarter earnings from records at CBS to leave net income from continuing operations down 12 per cent at \$17.6m. In per share terms, the decline was rather steeper, with net income down 17 per cent at 60 cents a share.

CBS said that the fall in broadcasting profits was due mainly to higher television network costs, especially those associated with sports. On the record business, however, operating profits jumped from \$18.6m to \$38.4m, thanks to the strength of domestic sales, lower operating costs and good profit growth at the Columbia House division. The results were also favourably affected by the sale of certain music publishing and print rights.

Mr Thomas Wynn, president of CBS, said that the record-division's results reflected an "exceptional competitive performance and the benefits of last year's restructuring of this business."

Paul Taylor in New York looks at a development in the financial services industry

Why Prudential Insurance wants a bank

THE BARRIERS to competition in the U.S. financial services industry are crumbling. When Prudential Insurance, the largest insurer in the U.S., announced at the end of last week that it planned to buy a bank no one was particularly surprised.

But the move, which is likely to cause further pain for the U.S. banking industry as well as the bank regulators, has thrown the spotlight back on to a process which appears to have gained a momentum all of its own.

Prudential, which has already built its way into the securities industry through the acquisition in 1981 of the Bank group for \$385m, said it planned to buy Capital City Bank of Hapeville, a small Atlanta bank with assets of \$25m, through its Prudential Capital and Investment Services subsidiary.

Mr Robert Beck, chairman and chief executive of Prudential Insurance, said the action was not an entry into the banking business "as it has been traditionally understood," but rather "a necessary and appropriate measured response to the changing financial marketplace."

Mr George Ball, chairman and chief executive of PCIS and president and chief executive of Prudential-Bache Securities, went further.

"The acquisition of the bank will permit a rounding out of the financial products we can offer," he declared. "For example the Georgia-chartered institution would be able to offer federally insured deposit accounts and upon application could obtain trust powers. It provides us with a cohesive battery of services which will expand our financial planning capabilities."

But Mr Ball, clearly with one eye on the Federal regulators, also made it clear that the move was as much a defensive action as a further aggressive probing of the walls which Congress built 50 years ago to separate banking from other activities.

Mr Ball said the plan to buy a bank was in response to increasing competitive and client pressures. "Investors want an even wider range of financial products and services. This move is in response to those demands. We cannot permit competitors such as Dean Witter, Bank of America and Shearson/American Express to hold on to advantage over us."

In naming those competitors Mr Ball was doing more than pin-pointing a trend. This has already led to the acquisition of Dean Witter by Sears, the world's largest retailer,

and Charles Schwab, the nation's largest discount broker by Bank America. It also prompted the push into the securities and banking business by American Express through its acquisition of Shearson and most recently the overseas operations of Trade Development Bank Holdings.

The battle for the business of "high net worth" individuals - the investment banking activities and linking up with discount brokerage houses to provide brokerage services; Chase Manhattan, BankAmerica and Security Pacific have chosen the acquisition route.

Security Pacific, in particular, has adopted what Mr Ball recently described as "a programmed encroachment" approach. The Los Angeles bank first linked with Fidelity

Prudential Insurance's foray into U.S. banking has thrown the spotlight on an industry protected by Congress 50 years ago. As more institutions attempt to survive in the face of increasing competition, the Reagan Administration is considering new legislation to avoid the search for loopholes in the existing law.

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Bouygues optimistic over foreign sales

By DAVID HOUSEGO IN PARIS

BOUYGUES, the fast growing French construction group, expects to boost sales by a further 25 per cent this year in spite of the building recession in France and the slowdown in construction activities in the oil producing states.

This was announced yesterday by M Francis Bouygues, chairman, when commenting on the company's results for 1982. Net consolidated profits rose by 38 per cent to FF2,200.1m (\$40m), a 31 per cent increase in sales to FF2,138.8m. The group has almost doubled its sales since 1980, mainly through substantial contracts won in Saudi Arabia, Algeria and Nigeria.

M Bouygues, who was named Manager of the Year in 1982 by the French magazine *Nouvelle Economie*, said that international sales rose by 75 per cent in 1982 to FF2,478m and account for 34 per cent of the total. He confirmed that three senior members of the company have resigned during the past two years in disagreement over the group's rapid overseas expansion.

Intl. Paper up 16%

By OUR FINANCIAL STAFF

A \$63.5m pre-tax gain helped International Paper, the world's largest papermaker, to report a 16 per cent rise in first quarter net earnings to \$89.8m or \$1.37 a share.

The gain came from the sale of timber in northern California. Last year's first quarter also included a pre-tax gain - \$26.7m from the sale of tax benefits - which took earnings to \$80m or \$1.08 a share.

Sales for the latest quarter rose from \$1bn to \$1.1bn. Dr Edwin A.

M Bouygues at one time believed that the group should limit its overseas activities to 30 per cent of sales but said yesterday that the group's results justified its international thrust.

Overseas earnings are expected to rise by a further 60 per cent this year, and account for 43 per cent of FF2,175.8m turnover. Last year contracts abroad generated nearly two thirds of group profits.

M Bouygues said that in the first half the company expected to conclude contracts for FF2,800m of the FF2,118m of new overseas orders provisionally estimated for the year.

Major new contracts are under negotiation in Algeria and Nigeria. M Bouygues disclosed yesterday that Iraq had ceased making payments due under existing contracts with the company since early January.

M Bouygues said that the company was now owed FF2,230m and that other French companies were in a similar situation as a result of Iraq's financial difficulties.

Océ plans one-for-six rights

By Walter Ellis in Amsterdam

OCE-VAN der Grinten, the Dutch reprographics group, is to raise funds next month through a one-for-six rights issue.

Barings for this year's first quarter were up 12 per cent over the first three months of 1982 and a 4 per cent downturn in sales is fully accounted for by the costs of closing a small subsidiary, Ozzid Business Forms, in the UK. The underlying trend of sales was in fact up 4-5 per cent.

Océ needs cash to pay for its ever-increasing investment in the rented copier market. In 1981, FF1,400m (\$214m) was put into office copier rentals. Last year the figure had risen to FF1,500m, and about FF1,600m may well be required this year.

The group made net profits of FF1,433m last year and expects to increase earnings this year. In 1981, however, it made a loss of FF1,79m - largely through reorganisation of Ozzid UK.

Heavy loss for Kaiser in quarter

By Richard Lambert in New York

KAISER Aluminum reported a further heavy loss for the first quarter of 1983, but said that it was looking for a "considerable improvement" in the current quarter and beyond.

The net loss amount to \$28.8m, compared with \$24.9m a year earlier. The losses would have been greater but for a \$31.5m tax credit, and non-recurring gains totalling \$44.7m from the renegotiation of a natural gas supply contract and a rebate of certain energy charges.

The aluminum division had a pre-tax operating loss in the quarter of \$108m, compared with a loss of \$114m in the final quarter of 1982.

New light on Swiss banks

By John Wicks in Zurich

SWITZERLAND's banks are not as profitable as they seem, according to the Swiss Banking Commission's annual report.

A study of 28 leading banks for the three-year period 1979-81 shows that reported net profits were stable or marginally ahead.

The commission says that, in fact, there was a deterioration in profitability. Numerous banks were forced to reduce transfers to their unpublished reserves or to call on them in order to show unchanged or improved results.

This is attributed largely to a sharp fluctuation in the interest rates and, in some cases, to the failure of clients.

Commission director Bernhard Mueller said yesterday that 1982 results were likely to be "considerably more favourable." He added, however, that the extent of provisions against increased sovereign and corporate risks was not yet known.

Dr Hermann Bodenmann, president of the commission, stressed that in an international comparison Swiss banks were in a good position with regard to sovereign risks, while the national bank was prepared to help solve any liquidity problems.

Strong advance for Lauritzen earnings

By HILARY BARNES IN COPENHAGEN

THE J. Lauritzen shipping company increased pre-tax earnings from DKr 292m to DKr 350m (\$40.75m). Operating profits, before depreciation, increased from DKr 468m to DKr 782m, the best in the company's history.

An increase in depreciation costs by DKr 70m to DKr 149m and in net financial costs by DKr 187m to DKr 282m cut into the pre-tax result. Net profits increased from DKr 185m to DKr 201m.

Lauritzen owns 19 ships and six drilling rigs and operates a total fleet of about 80 units, including 33 refrigerated vessels. It recently took over a P & O reefer fleet which used to be operated jointly with Lauritzen as Lauritzen Peninsula Reefers.

The company attributed the substantial increase in operating earnings to its drilling rigs and the strong dollar.

The 1983 operating results are not expected to be at the same level as last year, but will be in reasonable relation to the scope of the company's activities and the capital invested, said Mr Finn Ollendorff, the managing director.

Shareholders' equity at the end of last year stood at DKr 1,135m, a fall of DKr 111m over the year. This was a result of unrealised exchange rate losses on long-term loans, which are mainly in dollars, the company said.

The strong result in Lauritzen shipping contrasts with the difficulties faced by the Lauritzen group with several of its subsidiaries.

Whirlpool sees sharp rise in profits

By Our Financial Staff

WHIRLPOOL Corporation, a leading producer of home laundry, home refrigeration and air conditioning equipment, reported a sharp rise in first-quarter earnings. Profits rose from \$28.17m, or 78 cents a share, to \$40.52m or \$1.11 a share, on sales up from \$550.1m to \$630m.

The rise in first-quarter earnings, according to the directors, was the result of an increase in first-quarter shipments compared with those a year ago.

Shipments of dishwashers and ranges were particularly good but unit shipments of room air conditioners were weak because of the carryover of high stocks.

Whirlpool's Heil-Quaker offshoot and Canadian and Brazilian affiliates turned in improved operating results.

Mellon National starts year well

By Our New York Staff

MELLON National Corp, the fifteenth largest U.S. bank holding company, yesterday became the second major U.S. bank to report improved first quarter earnings bolstered by higher net interest income and a substantial increase in fee income.

The Pittsburgh-based banking group, which also yesterday announced an agreement to acquire CCB Bankcorporation, said net income in the first quarter increased by 29 per cent to \$38.6m or \$1.96 a share from \$29.9m or \$1.52 a share in the same period last year.

Like First Chicago, which announced a 32 per cent increase in earnings to \$43.7m on Friday, Mellon has chosen to adopt new Securities and Exchange Commission accounting rules for bank earnings.

Under the new rule, which is due to come into full effect by the end of this year, banks are required to report earnings or losses from securities trading as part of their net income statement. Previously banks have had the option of focusing attention either on earnings before securities transactions or net earnings.

In Mellon's case gains from securities transactions added \$1.9m to net income. The growth in interest-earning assets was largely the result of increases in loans and leases, which exceeded \$11.5bn at the end of March.

Utd. Telecom edges ahead

By Our Financial Staff

UNITED Telecommunications, the second largest U.S. independent telephone company, edged ahead in the first quarter from last year's \$50.94m to \$54.06m. Revenues rose from \$301.8m to \$329.8m.

At the per share level, however, profits were unchanged at \$4.60. The latest figures bring profits for the 12 months to end-March to \$204.7m, or \$2.49 a share, compared with \$196.9m, or \$2.50 a share, a year earlier.

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NOTICE OF REDEMPTION TO HOLDERS OF NORGES KOMMUNALBANK Kuwaiti Dinars 12,000,000 7½% Guaranteed Bonds due 1989

First Mandatory Redemption Due 15th May, 1983 of Kuwaiti Dinars 1,000,000

NOTICE IS HEREBY GIVEN that, pursuant to condition 5 (A) of the above mentioned Bonds, Norges Kommunalbank has purchased in the open market and surrendered to Kuwait Investment Company (S.A.K.), as Fiscal Agent, Bonds in the principal amount of Kuwaiti Dinars 926,000 and that on 15th May, 1983, Bonds in the principal amount of Kuwaiti Dinars 74,000 fall to be redeemed at 100% of the principal amount together with accrued interest to the date of redemption. The following Bonds have been drawn by lot to satisfy this redemption requirement:

03001-03012	06141-06152	10409-10420
04631-04642	08491-08502	10967-10980

The Bonds specified above will become due and payable in Kuwaiti Dinars at the offices of Kuwait Investment Company (S.A.K.), Midbank Al-Kabir Street, Kuwait City, State of Kuwait, or, at the option of the bearer, but subject to applicable laws and regulations, at the main offices of Citibank, N.A. in London, Kredietbank S.A. Luxembourgise in Luxembourg and Westdeutsche Landesbank Girozentrale in Düsseldorf by cheque drawn on a Kuwaiti Dinar account, with, or by transfer to a Kuwaiti Dinar account maintained by the payee with, a bank in Kuwait. From, and after, 15th May, 1983, interest on the above mentioned Bonds will cease to accrue.

Bonds should be surrendered for payment together with all unexpired coupons appertaining thereto, failing which the face value of the missing unexpired coupons will be deducted from the principal amount.

The aggregate principal amount of Bonds remaining outstanding after 15th May, 1983, will be Kuwaiti Dinars 11,000,000.

KUWAIT INVESTMENT COMPANY (S.A.K.) on behalf of Norges Kommunalbank

Dated: 13th April, 1983

INTL. COMPANIES & FINANCE

The Baer family banking house widens ownership

BY JOHN WICKS IN ZURICH



Dr. Nicholas J. Baer (left), board chairman of the bank, and Mr. Hans J. Baer, chairman of the holding company and the bank's management committee

LAST MONTH'S acquisition of a 7.4 per cent stake in Baer Holding by Union Bank of Switzerland, one of the Big Three Swiss banks, marks a further step in the opening-up of the Zurich-based Julius Baer banking concern. While voting rights control remains firmly in the hands of the Baer family, outsiders now hold 49 per cent of the holding company's capital. This proportion seems certain to rise above the 50 per cent mark in the wake of a convertible issue to come.

The bank, set up in 1890 as Hirschehorn & Grob, later changing its name to Julius Baer and Co. Bankiers, prospered so well that by the early 1970s it had become what was generally regarded as the biggest private bank in the country. This led to potential problems. On the one side, it was felt that outside capital might be needed in the case of a further rise in total assets — which by 1975 had grown to SwFr 521m — and on the other side, the three branches of the Baer family involved had become so numerous in their total of individual membership that it would have been impractical to name everyone a partner. The number of minors within the families compounded the problem.

As of January 1, 1975 the bank therefore changed its legal form from that of a partnership to that of a limited company, Bank Julius Baer & Co. AG, with an initial capital of SwFr 50m. Initially, this made no difference to the ownership, the bearer shares being divided equally between the three Baer families, as qualified by a 2 per cent share packet being lodged with an allied holding company. It was decided that for an interim period of five years, this set-up would remain unchanged. For the time being, though, the bank had been made into an independent legal entity "over and above the quirks of the partners," as Dr. Nicholas Baer, the chairman, put it bluntly on announcing the move.

After the five years elapsed, the family took the next step. The newly-constituted Baer Holding — hitherto the name for a company controlled by the bank but having some outside shareholders, and one which owned foreign subsidiaries and a Swiss fund-management operation — became the group parent. A capital increase took place, with no drawing rights for the Baers, and the family gave up 25 per cent of its own bearer shares. New shareholders were more than a thousand "friends and clients" of the bank. In July, 1981, Baer Holding shares were listed for the first time on the Zurich Bourse.

By the time the latest development was disclosed, a considerable minority of the parent company's stock was thus held outside the family, although the Baers continued to hold over 85 per cent of voting rights. The family also retained — and still retains — key positions at board and management level. Mr. Hans J. Baer is chairman of the holding company board and the bank's management committee, his cousin Dr. Nicholas J. Baer is board chairman of the bank and on the board committee of Baer Holding, while Mr. Peter J. Baer is on the board of both com-

This does not mean the family is about to hand over the reins. The control of Baer Holding by the Baer families remains assured, it was stated categorically in Zurich last month. This, indeed, seems guaranteed both by the comfortable voting rights majority and the position of the cousins within the holding company and the bank. UBS is not even seeking a representative on the Baer Holding board for the time being.

Furthermore, Mr. Hans Baer stresses the continuing commitment of family members now

bank is a natural enough development, and has led to a marked decline in this sector of the Swiss financial community. The number of private banks in Switzerland was 59 in 1974 and only 24 by 1981, with no more than five left in Zurich. The number could well fall further, not only for family reasons but also in the light of probable new legislation putting private bankers at a disadvantage.

At the same time, some of them have felt the need to grow outside the confines of classical private banking. Julius Baer, although its most important business is still in the traditional portfolio-management sector, is today very much the universal bank. Of the parent bank's 1982 net earnings, 35.4 per cent came from commission income, 27.5 per cent from foreign-currency and precious-metal trading, 16 per cent from earnings on securities and 14 per cent from net interest.

Apart from the headquarters operation in Zurich, with a branch in London and five representative offices in other financial centres, the bank owns the London-based Julius Baer International (active in capital-market and corporate finance business), banking and securities subsidiaries in New York, an offshore subsidiary in Grand Cayman and the Julius Baer Foundation, which manages six investment funds from Zurich. Other stakes include 100 per cent of Infidur, the portfolio-management company, and 50 per cent of Trefisec, the auditing and financial services company, both of Zurich, and a 25 per cent shareholding in the Madrid finance company Eurohispana.

In all, the Baer group has continued to flourish. The bank's profits reached a record SwFr 16.5m in 1982, and the holding company looks like booking peak earnings in the business year ending March 31. Its assets having passed the SwFr 20m mark at the end of December. Outside shareholders are to benefit directly from this, Mr. Hans Baer indicates, limiting strongly at a higher dividend in respect of 1982-83.

GROWTH OF BANK JULIUS BAER

	1982	1981	1980	1979	1978
Total assets	1,572.9	1,046.2	861.9	745.9	712.3
Capital resources	123.4	105.7	83.5	68.4	64.0
Deposits	806.6	566.2	482.7	408.2	442.0
Advances	632.1	424.6	413.9	294.6	268.2
Net profits	16.5	15.1	12.6	10.4	9.9

(in SwFr m)

panies, and a further cousin, Mr. Rudolf E. Baer, manages the holding company. Not all grandchildren of Julius Baer, the founder, however, have a similar commitment to the bank. The UBS transaction was the result of two members of the ruling generation selling a substantial packet of stock. The amount of this was, according to Mr. Hans Baer, considerably larger than the 7.4 per cent stake bought up by UBS.

Immediately after the deal, the price for which is not known, the family was left holding 51 per cent of the share capital and 71.9 per cent of voting rights. However, this stake will soon fall further. This month, Baer Holding is issuing a nominal SwFr 30m of 4 per cent convertible bonds. These are exchangeable as from July 1 at a rate of a SwFr 6,000 face unit for a SwFr 500 face value Baer Holding share. As family members intend to "hold back," the shareholdings of the Baers will decline to something like 47.1 per cent, and their voting rights to 68.5 per cent. UBS is also understood to be holding back.

active in the bank. Although first one Baer and now two more have sold up, these were not among the bankers in the family. Nevertheless, he adds realistically, "we shall live for ever." They are, admittedly, still 22 family members with statutory rights within the organisation, excluding such others as minors. But the younger generation is not apparently queuing up to serve in the family business. In the course of time, the links seem likely to loosen further.

It remains to be seen who might control the bank in the doubtless distant era when the Baers have bowed out. It is conceivable that it might become a UBS affiliate, though the big bank's stake is still only a relatively small one, and there appear to be no other non-family shareholders of appreciable size. There seems no reason why the circle of shareholders should not continue expanding, a development indicated by the "hold-back" agreement in connection with the convertibles issues.

Gradual withdrawal of the founding family from a private

All of these securities having been sold, this announcement appears as a matter of record only.

April, 1983

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Bear, Stearns & Co. Blyth Eastman Paine Webber Incorporated Dillon, Read & Co. Inc. Donaldson, Lufkin & Jenrette Corporation

Drexel Burnham Lambert Incorporated Goldman, Sachs & Co. Kidder, Peabody & Co. Incorporated Lazard Frères & Co. Incorporated

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New Issue
April 13, 1983

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April 13, 1983, London

By: Citibank, N.A. (CSSI Dept.), Reference Agent CITIBANK

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April 13, 1983, London

By: Citibank, N.A. (CSSI Dept.), Agent Bank CITIBANK

INTERNATIONAL COMPANIES and FINANCE

Carrian in equity for debt offer

BY ANDREW FISHER IN HONG KONG

CARRIAN, Hong Kong's troubled property group has temporarily shelved debt restructuring plans and asked creditors to convert their claims into equity to restore the group's financial health. The group is also still hoping to sell ships, property in Singapore, and stakes in major local companies, in order to try and reduce its massive borrowings.

Total debts of the group stand at about US\$1.1bn. Withdrawal from one of several property ventures in which Carrian is involved in the Colony is also being considered, as is the sale of its large taxi fleet.

Carrian's principal quoted subsidiary, Carrian Investments (CIL), which has debts of around HK\$250m (US\$32m), is at the centre of current attempts to restore some of the company's financial health. Objections by some bank creditors have led to the abandonment of previous plans to

reschedule some of its debt while assets, mainly local property, were to be sold to meet repayments.

A statement from CIL has thrown little light on the company's tangled operations and on bankers' attempts to sort them out. But it said revised proposals from these produced in January had been made "to provide a long-term solution which would enable CIL to continue trading as a going concern until it may reasonably be assumed that the major markets in which it operates will have recovered."

Thus creditors are being asked to consider conversion of some of their CIL debt into equity, "so that the market value of the company's assets would match its total debt." New capital would also be subscribed from HK\$250m of funds already placed in an escrow account by its controlling shareholders.

On top of this, the Hongkong and Shanghai Bank would make

available to CIL, if needed, a credit facility of a further HK\$250m. Existing shareholders—their identities are hidden behind a nominee company—would keep a stake in CIL's equity.

The latest proposals have been submitted by advisers, Hambro Pacific, Wardley, the merchant banking arm of Hongkong and Shanghai Bank, supports "the underlying principles of these proposals."

The latter has been Carrian's financial adviser, but CIL said Wardley considered that "advising CIL on certain aspects of the proposals could not be reconciled with their interests as a creditor."

Earnings trebled at Discount Investment

By E. Daniel in Tel Aviv

DISCOUNT Investment Corporation—the main investment arm of the Israel Discount Bank group—reports 1982 net current profits trebled in shekel terms to Sh 490m (\$12.4m) during a year when the inflation rate was 130 per cent.

Earnings per Sh 1 share were Sh 2.27 against Sh 0.88. Total capital and reserves also trebled, to US\$ 41m.

Unlike other investment companies, Discount Investment participates actively in management. Of its investments \$4.7 per cent are in industry, with the rest in high technology. Industrial investments accounted for 51.9 per cent of the income in 1982.

Despite the world recession and the downward trend observed in most sectors of the Israeli economy, exports of industrial companies affiliated to Discount Investment rose by 15 per cent last year to \$202m. Apart from industry the company's investments are mainly in finance and insurance services (21.3 per cent of investments and 27.8 per cent of last year's income); in shipping (16.9 and 7.3 per cent); and in real estate and construction (5.8 per cent and 11 per cent).

The company is not distributing a cash dividend to permit further expansion but the scrip distribution for 1982 is raised to 100 per cent from 75 per cent for 1981 when there was also a cash dividend of 15 per cent gross.

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Isuzu to join GM in German truck venture

By Charles Smith in Tokyo

ISUZU MOTORS, the Japanese vehicle maker which General Motors of the U.S. has a 34.2 per cent interest, is to become a partner in Convoco Vehicle Sales, the company set up by GM this year in West Germany to handle sales, throughout Europe, of trucks, and commercial vehicles.

Isuzu will invest \$400,000 in Convoco, giving it a 40 per cent stake. It will supply the knock-down kits or completely built versions of five different Isuzu models ranging from "wagon type" commercial vehicles to medium-sized trucks and be the main source of commercial vehicles and trucks imported by GM into Western Europe.

Isuzu has also announced that it will not pay a interim dividend for the half-year to April 30 because of poor truck sales at home and abroad. Last year the company paid a ¥5 per share dividend total, including a ¥2.5 interim.

The company expects pre-tax profits of between ¥7bn and ¥8bn for 1982-83 compared with a pre-tax profit of ¥4.77bn previously. Sales are expected to be down to ¥315bn from ¥367bn.

China woos foreign investors

BY MARK BAKER IN PEKING

CHINA has announced a range of concessions to encourage greater foreign participation in industrial joint ventures.

The new measures, announced by Mr Li Hao, the Deputy Secretary General of China's State Economic Commission, include an extension of tax holidays on new joint ventures. The present "holiday" of one year without income tax and two years at 50 per cent income tax will be extended to two years and three years respectively.

Consolidation for tax purposes of new joint ventures will be abolished and ventures will pay the standard commercial and industrial tax rates applied to China's own enterprises. Also joint ventures which incur losses under normal operating circumstances will be able to obtain the same reductions or exemptions.

On income tax, as apply to Chinese exporting enterprises.

Another concession is that machinery and other materials imported for joint ventures will be exempt from tariffs and industrial and commercial taxes. There is also to be greater flexibility for joint ventures to sell products on the domestic market and not all ventures will be required to achieve a balance in foreign exchange earnings.

Further, if joint ventures purchase goods and services on the domestic market they can be paid for at domestic prices in Chinese renminbi yuan (RMB), including water, electricity and gas. Precious metals, coal and timber can be purchased in RMB but at current international market prices.

Finally foreign personnel working for joint-ventures will be given the same customs privileges as the representatives of foreign companies with offices in Peking.

In announcing the new measures, which will apply to contracts negotiated or renegotiated from now on, Mr Li acknowledged that many foreign investors had been concerned about China's tax and pricing conditions. "The enthusiasm of some foreign investors has been dampened and there have been some unnecessary worries," he said.

By the end of 1982 there were 48 joint-ventures in China, outside the special economic zones, and most of these were in operation and demonstrating good results, said Mr Li.

Further rights issue from OUE

BY GEORGE LEE IN SINGAPORE

OVERSEAS Union Enterprises (OUE), an associate of the Overseas Union Bank group, has announced a rights issue of one share for every four shares held at \$44 per share.

The company has also released

its results for 1982 which show group profits up by 14.2 per cent to \$431.1m (US\$14.8m) on turnover 10.9 per cent higher at \$4,121.7m.

The rights issue, which is the company's second within a year, will raise some \$899.1m and will increase 48 per cent issued capital to \$1,320m.

OUE is a diversified group and over recent years it has expanded aggressively into the property and financial sectors. Among its major holdings are the prestigious Mandarin Hotel in Singapore, a large stake in Asia Commercial Bank of Singapore, and significant interests in the massive Overseas Union Bank centre and Marina Centre property development projects.

The company has proposed a final gross dividend of 15 per cent making an unchanged total of 30 per cent for the year.

Merchant Bankers, one of the oldest merchant banks in Singapore, lifted pre-tax profits by 11.5 per cent to \$4.3m in 1982 and net profits by 7 per cent to \$3.2m.

Total assets of the bank, which is jointly owned by the Overseas Chinese Banking Corporation and the London-based Schroders, were almost 4 per cent higher at \$214m at the year-end.

Marco Polo, a subsidiary of the Hongkong and Kowloon Wharf and Godown Company, has reported a 7 per cent decline in group pre-tax earnings to \$12.9m for 1982, and a 5.2 per cent fall in net profits to \$7.4m. Turnover rose by 2 per cent to \$53.5m.

The company, which runs the Marco Polo Hotel in Singapore, has declared a final gross dividend of 6 per cent making an unchanged total of 9 per cent for the year.

Novo Industri A/S

NOVO

Novo Industri A/S has in a general meeting held on 12th April, 1983 authorized an increase of the Company's share capital with a nominal amount of B Shares to be decided by the Board of Directors of not less than 20 million Danish Kroner and more than 45 million Danish Kroner.

The new shares are offered for subscription without preemptive rights for the Company's existing shareholders during the period 12th April - 1st November, 1983 by a United States Banking Consortium led by Goldman, Sachs & Co. which will then offer the shares for sale to investors primarily in the American capital market.

The subscription price shall be fixed so as to approximate the officially quoted

price on the Copenhagen Stock Exchange and the price quoted on the New York Stock Exchange. However, the subscription price can in no event be less than Danish Kroner 1,500 for one Danish Kroner 100 B Share (nominal value). Should the Banking Consortium not wish to subscribe to the new shares at the price so determined, or in the event that the prevailing market conditions are deemed to be unfavourable for the issue, the Board of Directors is authorized not to effect the capital increase.

Bagsvaerd, Denmark, 12th April, 1983

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Total Deposits:	TL 43,713,443,000
Total Assets:	TL 65,939,007,000
Shareholders Equity:	TL 3,039,674,000

Share Capital increased to TL 4,000,000,000 (TL 1,375,000,000 paid up at June 30 1982)

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FOR MORE INFORMATION ON INTERBANK AND A COPY OF OUR ANNUAL REPORT, PLEASE CONTACT A MEMBER OF OUR INTERNATIONAL BANK FOR INDUSTRY AND COMMERCE - (LULIELABARASH ENDOSTRIVE TICARET BANKASI) - BANKALAR CAD. 65 - ISTANBUL - TURKEY - TELEPHONE 45 30 30 - TELEX 33 760 IBC TR

UK COMPANY NEWS

Interim setback for Smiths Inds.

A DECLINE in the Australian and South African companies' results is blamed by the directors of Smiths Industries for a fall in group pre-tax profits to \$9.4m for the 26 weeks to January 29 last.

The figures compare with \$15.29m for the preceding six months and \$11.17m for the first half of the previous year.

Both the marine and medical sectors returned much improved results.

Group sales for the opening half emerged \$4.55m lower at \$183.3m and at the trading level profits came through at \$12.03m, compared with \$14.11m previously.

The net interim dividend is being held at 4p per 50p share—a final of 7p was paid for 1981/82 when pre-tax profits totalled \$26.46m.

A divisional breakdown of sales and trading profits for the period shows: aerospace \$46.4m (\$45.45m) and \$8.17m (\$8.48m); automotive \$25m (\$28.5m) and \$1.33m loss (\$519,000 loss); distribution \$27.9m (\$30.75m) and \$553,000 (\$120,000); industrial \$26.9m (\$26.5m) and \$1.83m (\$2.68m); marine \$11.55m (\$10.05m) and \$341,000 (\$125,000 loss); medical \$18.95m (\$14.6m) and \$4.35m (\$3.36m); and Australia \$26.3m (\$29.7m) and \$42,000 (\$21,200).

Further progress is anticipated in the medical businesses and

HIGHLIGHTS

Lex today considers UDS where the board remains split over the bids from Hanson Trust and Basselshaw. It also looks at the prospects for another cut in base rates and for a new tap stock from the Exchequer. The column goes on to discuss Northern Engineering Industries which raised profits 20 per cent to \$39.5m despite problems in one of its recently acquired U.S. businesses. Also examined is GKN which is appealing for funds by way of an \$80m rights issue with no evidence of a profits recovery.

The aerospace activities are expected to maintain profit at a similar level as the second half of last year (\$8.12m).

The results of the group's Australian and South African companies are improving, but are likely to remain substantially lower for the year as a whole.

Indications are that the group's other businesses will continue operating in difficult trading conditions for the remainder of the current year.

Commenting on the first half the directors say that the economies of both Australia and South Africa are severely depressed and, while the Australian company continued to trade profitably, in South Africa major restructuring was necessary and resulted in trading loss.

Good results continued to be achieved in the aerospace sector and private venture research and development expenditure, particularly

on flight management and control systems, was maintained at a level higher than that in the same period of 1982.

In the automotive area sales of original equipment to vehicle manufacturers was little changed but there was a sharp downturn in sales to the trade with a marked effect on profitability.

The steady progress in improving margins on lower turnover in distribution continued and the acquisition in February of 17 additional branches for Godfrey Helmes is expected to further this improvement.

The medical division's strong growth of recent years with excellent results both in the UK and the U.S. The combined results of all North American activities contributed over 25 per cent of total trading profits.

First half interest took \$2.49m, compared with \$2.94m, and tax accounted for \$3.4m, against

\$3.91m. Minorities declined from \$70,000 to \$59,000. Retained profits were lower at \$4.05m (\$5.13m) after taking account of interim dividend payments of \$2.09m (\$2.07m).

● comment

Despite a cautious annual statement Smiths Industries mid-year profits were below market expectations and the shares slipped 12p to 404p. The group, like many companies has found the South African and Australian markets worse than anticipated and the short-term outlook for Australia could mean worse to come.

Relatively inexpensive remedial action should at least stem the collapse in profits there.

While the joint venture with Lucas will remove the troubled automotive business it is unlikely to be effective before the last quarter so much of these losses will be consolidated at full time.

With heavy research and development spending holding down aerospace, the only growth area in the current year will be the medical division which benefits from a strong dollar with most of its competitors in the U.S. Gearing is manageable below 25 per cent and exchange gains, which probably contributed \$400,000 mid-year, should also benefit the group.

The outlook is new for the group to lose its record of continuous growth possibly finishing around 25m pre-tax for a prospective p/e over 17.

Bowthorpe rises £1m and paying 4.04p total

WITH SECOND-HALF figures up from \$3.79m to \$5.86m, Bowthorpe Holdings ended 1982 with taxable profits some £1m higher at £12.42m, against £11.4m previously.

Turnover of the group, which makes components for the electronic, telecommunications, aerospace and electric supply industries, rose from \$23.94m to \$27.73m for the year.

On capital increased by the \$9.1m rights issue, the dividend total is being lifted from 3.415p to 4.041p net, with a final of 2.368p—not less than 2.273p had been forecast in October.

Stated earnings per 10p share improved from 15.8p to 18.8p. The tax charge was little changed at \$5.64m, against \$5.65m, and attributable profits came out ahead from \$5.53m to \$5.54m.

At the trading level, profits showed an improvement from \$1.5m to \$1.65m, but there was a credit of \$445,000 for interest receivable and similar income, as against a debit of \$108,000 last time.

In current cost terms, pre-tax profits were \$10.32m (\$9.48m).

Air Call ahead and gains two DoI licences

Increased pre-tax profits of \$1.02m against \$983,000 have been produced by Air Call for 1982 and the final dividend has been held at 3.75p net, maintaining the total at 5.6p.

Mr J. J. Stanger, chairman, says that the Department of Industry has decided to issue in the immediate future a Radio Common Carriers' Licence and a letter of intent to issue a further licence to cover line and international communication activities when the present Telecommunications Bill, now before Parliament, becomes law.

In the past Mr Stanger says the company has had to struggle to enter new fields of communications and expand services. The licences are of "enormous importance."

Turnover of this USM company, which is concerned with message handling and medical deputising services, moved ahead from £13.65m to £15.15m.

Quick Group benefits as Sierra supply picks up

IN THE second half of 1982 the H. and J. Quick Group of Ford main dealers made some recovery. And signs in the current year point to the group benefiting from the upturn that is evident in the economy.

For the year 1982 the group incurred a loss before tax of £118,000, after being £110,000 in the red at halfway, compared with a profit of \$49,000 in 1981. Reorganisation and termination payments have been charged.

Mr Norman Quick, the chairman, says in a year of reorganisation and "total commitment" to new policies, the group had to contend with the prolonged recession and fiercely competitive market. At times the market was near-chaotic.

Mr Quick says the new car market continued to be affected by a surplus of cars and trucks from most of the manufacturers, but the improvement anticipated in the last quarter did not materialise, partly because the supply of the new Ford Sierra fell well short of the numbers expected.

In fact the Sierra has been only available to meet demand during the first quarter of 1983. Mr Quick puts his faith in the Sierra.

In 1982 the group increased its turnover by 6.9 per cent to \$95.15m. After tax of \$54,000 (same) the net less comes out at \$172,000 against \$5,000, which included exceptional expenses of \$188,000. Shareholders receive a same again dividend of 1.45p net, the final being 0.92p.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding div. for year	Total last year
Air Call	3.75	July 2	5.6	5.6
Albany Investment Trst.	1.5	July 2	2.8	2.8
Bowthorpe	2.375	July 2	4.04	4.04
Brook Street	0.31	July 29	0.1	0.1
Comfort Hotel	0.45	—	0.4	0.6
Kness Lighting Int.	3.35	May 19	3	7.5
Expamet Int.	2.5	May 27	2.5	4.5
Johnston Group	4	July 5	2	6
Lament Holdings	0.8	July 2	0.8	1.2
NEI	3.25	July 1	2.75	4.75
H. & J. Quick	0.92	June 16	0.92	1.45
Smiths Industries Int.	4	April 29	4	12.5

Dividends shown pence per share net except where otherwise stated.

* Equivalent after allowing for scrip issues. † On capital increased by rights and/or acquisition issues. ‡ USM Stock.

● comment

The outlook is "distinctly brighter," the chairman says. Expenses have been reduced and at the same time standards of service maintained in a highly competitive business.

Quick Group has undergone a major reorganisation over the past year with several of its directors losing their jobs and the workforce being cut by over 100 to 900 at present. Stricter controls have also brought down the value of stocks of parts from \$2.1m to \$1.1m so that borrowings could be cut slightly to £2.75m or 53 per cent of shareholders' funds. But in 1982 the company, which is a Manchester-

based Ford dealer with 13 outlets, suffered from a shortage of supplies of the Sierra which compounded the effects of the recession in the North-West. Truck sales remained steadily low, contributing to less than 15 per cent of turnover and only 10 per cent of operating profit.

But Quick has benefited from a sharp upturn in the car market in the first quarter of this year, boosting its sales by 15 per cent, thanks primarily to the Sierra. The exceptional items include £75,000 on management consultancy fees. The share price yesterday rose 1p to 36p, where the historic yield is 8.5 per cent.

Bryant to be first Lloyd's broker on USM

Derek Bryant Group is making a placing of 27.2 per cent of its enlarged capital to become the first Lloyd's broker to join the United Securities Market. The placing by Brown, Shipley & Co involves 600,000 ordinary shares at 110p each, capitalising the company at £42.4m.

The issue of 200,000 new shares will raise £210,000 gross of new money. The rest of the placing will be in existing shares: 300,000 held by the chairman and chief executive Mr Derek Bryant, and 100,000 from Mr R. Elson.

The company was founded by Mr Bryant, formerly chief executive and director of Lloyd's brokers Alfred Blackmore & Company, in 1970. In 1982 his stake increased by 20 per cent to 78 per cent. Following the placing he will hold 55.4 per cent.

Five years ago, the company's pre-tax profits reached £320,000 but dipped in the following two years. For the year to September

last, helped by new activities and translation effects, they recovered from £182,000 to £310,000 on turnover of £1.27m, against £338,000.

The year end is being adjusted to the calendar year but no profits forecast is given for 1983. For the three months to December 31 last, aided by seasonal factors, profits were £192,000 on turnover of £414,000.

The directors, however, expect to pay a total dividend of 5.25p for the current year for a prospective gross yield of 8.8 per cent. The historical p/e for 1981-1982 is 10.7 on actual tax charge.

The balance sheet shows a cash holding of £2.71m and no debt. On a pro-forma basis net assets per share are 38p.

This main part of the business comes from the U.S. though since 1973 its share of the total has slipped from 70 to 62 per cent. Most of the American portfolio is direct insurance from wholesale and retail brokers.

Five leading clients contributed 53 per cent of the U.S. brokerage income. Of these the main client was Darrach Associates which accounted for 52 per cent.

Purchase of George Fryer and Co in 1972 provided a UK base for non-marine and motor insurance activities. Last year motor warranty schemes accounted for 12 per cent of the business, Lloyd's syndicate and London company reinsurance 10 per cent and UK and other business 16 per cent.

Present expansion considerations include an acquisition.

● comment
Derek Bryant is the first Lloyd's insurance broker to come to the United Securities Market.

Roughly 80 per cent of Bryant's fortunes are linked to the Lloyd's insurance market—a higher proportion than those brokers who have full quotes on the London stockmarket, where the Lloyd's involvement relative to the size

of the business they process can represent a quarter or less of their total business volume. Like other insurance brokers the performance of Bryant is likely to be affected by exchange rate movements. Over 60 per cent of its business comes from the American market. Bryant appears to be coming to the market to expand the business through acquisition, investment or association. It may take advantage of the Lloyd's grand divestment sale. It thinks that some brokers' managements when forced to sell their Lloyd's agencies may decide to keep the agencies and sell the brokerage companies instead. If so, Bryant will be hovering in the wings. Insurance brokers were once a glamorous stock among the better quoted companies and although not thought of quite as highly as they once were, Bryant could still benefit from what favourable sentiment is left.

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Mr J. J. Stanger, chairman, says that the Department of Industry has decided to issue in the immediate future a Radio Common Carriers' Licence and a letter of intent to issue a further licence to cover line and international communication activities when the present Telecommunications Bill, now before Parliament, becomes law.

In the past Mr Stanger says the company has had to struggle to enter new fields of communications and expand services. The licences are of "enormous importance."

Turnover of this USM company, which is concerned with message handling and medical deputising services, moved ahead from £13.65m to £15.15m.

TALKING KENNING makes for wide-ranging conversation

Kenning? Been selling British cars since the bull-nose Morris and before. Always do me a good BL deal...

Over 40 motor depots round the country—and not only BL...

...that's right—Ford, Audi/VW, Vauxhall, Bedford, Saab, Renault, Fiat... a computerised selection of used cars... Leyland and Ford truck distribution...

...always use Kenning Car Hire when I'm over here—meet me at the airport—over 80 locations—one way hire... chauffeured cars...

Kenning's big choice of makes are a great help with the company's fleet operations—they provide any mix of vehicles we want...

Our partnership only runs three cars—Kenning's tailored a special contract hire deal to suit...

...don't forget fuel distribution! They handle 50 products—and they have nearly 130 petrol stations—

Kenning have one of the biggest tyre businesses in the country too—and they're sole distributors of John Bull Tyres and batteries.

...they installed the central heating in our works... and they do domestic systems as well...

—would you believe a Kenning company built my milk float?

KENNING MOTOR GROUP

There's a lot to be said for it

Head Office: Manor Offices, Old Road, Chesterfield, Tel: 0246 77241
At over 300 locations in the UK and overseas.

Franchises: ● Rolls Royce ● Bentley ● Austin Rover ● Ford ● Hyundai Pony ● Renault ● Saab ● Vauxhall/Opel ● Audi/VW ● MAN/VW ● Fiat ● W & E Electric Vehicles ● Triumph ● Jaguar ● Daimler ● Delmar Limousine ● Land Rover ● Range Rover ● Sherpa ● Leyland ● Leyland Vehicles ● Bedford ● Freight Rover ● Ford Commercial.

Specialised Services include: Car, Van and Truck Hire; Long Term Contract Hire; Tyre & Exhaust Fitting; Motor Parts & Accessories; Service; Remount Tyres; Concessionaires for John Bull Tyres; Fuel and Lubricant Distribution; Domestic & Commercial Heating Installations; Coachwork; Road Tanker & Electrical Vehicle Manufacture; Motorway Services; Insurance; Travel; Driving Schools.

RESULTS AND ACCOUNTS IN BRIEF

MOLINS (tobacco and packaging machinery manufacturer)—Results for 1982 and prospects reported March 20. Shareholders' funds £73.48m (1981: £65.2m); turnover £120.54m (1981: £110.54m); net assets £41.62m (£34.89m); net current assets £48.29m (£47.29m); including cash less short-term borrowings £3.02m (£2.1m); decrease in working capital and liquid funds £1m (£2.45m increase). **MANCHESTER** (textiles)—Results for 1982 reported on March 23. Shareholders' funds £10.44m (£13.82m); current assets £23.41m (£19.01m); current liabilities £12.22m (£12.22m); net current assets £7.52m (£5.77m). Decrease in net working capital £28,000 (£334,000 increase). During the year, a director received £26,250 as compensation for loss of office. **MIDLANDS** (textiles)—Results for 1982 reported March 17. Shareholders' funds £4.64m (£4.64m); fixed assets £1.83m (£1.83m); net current assets £2.5m (£2.44m). **STANDWORTH** (textiles)—Results for 1982 reported March 17. Shareholders' funds £1.83m (£1.83m); fixed assets £1.83m (£1.83m); net current assets £2.5m (£2.44m). **STANDWORTH** (textiles)—Results for 1982 reported March 17. Shareholders' funds £1.83m (£1.83m); fixed assets £1.83m (£1.83m); net current assets £2.5m (£2.44m). **STANDWORTH** (textiles)—Results for 1982 reported March 17. Shareholders' funds £1.83m (£1.83m); fixed assets £1.83m (£1.83m); net current assets £2.5m (£2.44m).

Two months ago the chairman forecast a "fairly modest" increase. The revised forecast is the result of the company being forced to follow other banks' lead in offering interest on current accounts.

ALBANY INVESTMENT TRUST—Final dividend 1.5p (2.25p) net for the year to February 28 1983. Net revenue £118,460 (£113,073) after tax of £30,719 (£26,519). **VERBODEN** (investments)—£3.6m (£2.8m). Net asset value per 20p share 89.79p (£84.54p). Annual meeting will be held at Liverpool on July 1, at 2.30 pm.

SOLEX (carburettor maker, in MIRA S.A. France group)—Results for 1982: share turnover £18.52m (£11.58m). Loss £1.19m (£480,000), after exceptional debits £81,000 (£120,000) and including investment income £21,000 (£26,000) and interest received £54,000 (£170,000). Exceptional debits comprise £10,000 of investments, £215,000 (£172,000), loss of fresh food properties £88,000 (nil), redundancy programme costs £1,000 (£13,000) and reorganisation costs £1,000 (£14,000). Tax charge £28,000 (credit £5,000) and provision for closure of manufacturing of a subsidiary £167,000 (full market value attributable £1.39m (£475,000). Loss per share 20.8p (8p).

Expamet International PLC

	1982 £000	1981 £000
Turnover	27,862	32,316
Group profit before tax and extraordinary item	1,959	1,158
Tax	789	854
Extraordinary item	(182)	(303)
Earnings per share	5.35p	2.30p
Dividends per share	4.5p	4.5p

Notes. The above profit and loss account is an abridged version of the Group's full accounts which carry an unqualified auditors' report. Full accounts will be delivered to the Registrar of Companies for filing following the Annual General Meeting to be held on 18th May 1983.

Extracts from the Chairman's Statement included in the Report and Accounts which have been posted to shareholders on 12th April 1983.

1982 Results and Dividends The Group profit before taxation of £1,959,000 still does not represent an adequate return on capital employed. It does however represent material progress towards that goal. The figure is stated after incurring some £125,000 in start-up costs at the new door and cubicle manufacturing facility.

An interim dividend of 2p per share was paid on 26th November 1982. The Directors now recommend a final dividend of 2.5p per share, making a total for the year of 4.5p per share.

Resources 1982 saw a number of structural changes in the Group, all of which have already been reported on—the sale of loss-making West Midlands Steel Stockholders at full asset value, the closure of the Blevex operation jointly owned with John Laing and the establishment of a new door and cubicle operation at Hartlepool.

After investing £744,000 in the new door and cubicle manufacturing operation (£524,000 plant and equipment and £220,000 working capital) the Group finished the year with net cash of £729,000, which was reinforced on 31st March 1983 by receipt of the final £1,200,000 in respect of the sale of West Midlands Steel Stockholders. Unless demand for the group's products is exceptionally strong, necessitating the provision of additional working capital, cash flow for 1983 should be positive.

At 31st December 1982, net assets were £18,440,000, the equivalent of 84p per share and with a high degree of liquidity.

Trading During the last quarter of 1982, demand in the U.K. improved, especially for building products. By contrast conditions in the U.S.A. were very difficult, stock shedding and price cutting being rampant.

In these circumstances, Expamet Metal Corporation did well to stay profitable over the year as a whole.

Our associated company in Australia had a good year but is likely to find 1983 tougher going.

Outlook The U.K. companies have made a good start to 1983 and, provided the new door and cubicle operation can be brought into profitability reasonably quickly, the outlook is encouraging.

In the U.S.A., the first half-year is likely to continue to be difficult but, if the encouraging signs of a recovery in the U.S. economy prove justified, conditions should improve as the year progresses.

The Australian market is likely to remain in recession for a while yet, but the strong management team out there can be relied upon to get their full share of whatever business is available.

Overall, with vigorous selling round the world and continued success in holding down working capital requirements, the Group—provided the world economy does not lurch back into recession—should make further progress in 1983.

UK COMPANY NEWS

Comfort Hotels profits jump to £1.28m pre-tax

SECOND HALF pre-tax profits of Comfort Hotels International, hotel operator, expanded from £886,994 to £1.17m and lifted the full 1982 figure to £1.28m, compared with a previous £573,594. Trading to date indicates that progress will be continued in the current year, directors state.

Earnings per 10p share are shown as 1.94p, against 0.81p, and the dividend is lifted to 0.65p net (0.49p) with an increased final payment of 0.45p.

Mr Henry J. Edwards, chairman, considers the results satisfactory taking into account that difficult trading conditions continued during the year.

He explains that this was partly due to the depressed home market and partly to the number of overseas visitors only improving marginally compared to 1981.

Strikes in the hotel industry, particularly in the UK, have also been a factor, he points out.

The company's strategy is to concentrate on larger and more modern units has continued successfully with the opening of the 400-room Royal Kensington Hotel in London and the 300-room Tivoli Comfort Hotel in Copenhagen.

The Directors subsidiary achieved a much improved performance in 1982 and is expected to continue

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are to be paid or not, or as to the amount of the dividend.

Companies are listed in alphabetical order of their names.

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Johnston Group has good year: pays more

DESCRIBING 1982 as a most successful year, the directors of Johnston Group report that turnover advanced by 25.1 per cent from £42.42m to £53.07m, and profit before tax rose by 11.3 per cent from £3.17m to £3.57m.

Earnings have moved ahead from 25.5p to 31.9p, and the dividend is being lifted by 2p to 6p net, with a final of 4p.

Looking at prospects for the current year, the directors state that to an extent opportunities exist for further success. But in certain key areas the order books are below the desired levels.

Engineering and hydraulics accounted for 30.2 (36.9 per cent of turnover) and £15.5m (£1.13m) of pre-tax profit, civil engineering, building and road maintenance 45.5 (57.2) per cent and £22.9m (£1.51m); and civil engineering supplies 24.3 (29.9) per cent and £2.47m (£2.52m).

Of the profit £978,000 (£1.13m) was attributable to associated companies.

On a basis of £2.97m (£2.48m) - reduced by £258,000 (£233,000) for stock relief - the year's net profit came out at £3.31m (£2.82m). Cost of sales at £49,762,000 (£40,000,000) divided is £180,000 (£400,000).

At the year end the stated net asset value per ordinary share had increased from 155.77p to 154.26p.

In engineering and hydraulics, vigorous marketing and cost containment enabled the group to take advantage of a slight improvement in demand for such services. Three new models were introduced which should increase sales potential.

In hydraulics conditions remain depressed but an energetic selling approach gives hope of greater volume. The group's sales continued to grow, and the directors expect a further increase in 1983.

For civil engineering, building and road maintenance conditions are competitive in the UK. The order book is lower than desired but there is considerable tendering activity.

Fitch & Company
Fitch & Company Design Consultants, with pre-tax profits of £275,000, have lifted their forecast by £50,000 and not £25,000 as reported in yesterday's edition.

NEI expands by 20% to £39.51m

FOR 1982, international engineering concerns, Northern Engineering Industries has pushed ahead results at the pre-tax level from £33.03m to £39.51m, a 20 per cent rise, with a second-half advance from £17.98m to £21.48m.

Group turnover expanded by 20 per cent also to £39.51m (£33.03m) and directors are lifting the dividend from 4.5p to 4.75p net per 25p share with a final distribution of 3.25p.

Mr Duncan McDonald, chairman, says that the group is looking forward to yet another successful year in 1983. He states that it is too early to predict the rate of progress, but that the year opened with a higher order book than at the start of 1982.

Profitability levels, aided by increasing efficiency, are being maintained, he says, by virtue of the group's companies, both in the UK and overseas.

Mr McDonald states that the group has stepped up better design and engineering companies to the world recession and since the recovery from the setback of 1979 has succeeded in maintaining consistent growth in turnover and profits.

Earnings per share are shown as 11.03p and the dividend is being lifted by 2p to 4.75p net per 25p share, with a final of 3.25p.

An analysis of turnover and

pre-tax profit for the 12 months shows: UK operations—power group £805m and £13.48m; electrical and industrial group £222m and £13.08m; mechanical group £130m and £3.47m; overseas operations—Africa £120m and £11.24m; North America £11m and £1.81m; Australasia £51m and £2.66m; Euro £2m and £0.44m.

Intra-group trading accounted for £74m of turnover and the pre-tax figure was after international marketing and other central costs £3.33m, interest £4.49m, and included associate's share £2.03m.

Mr McDonald says that overall, companies in the UK achieved satisfactory levels of business, UK operations in 1982 accounted for a higher proportion of pre-tax profits than in the previous year and an encouraging order intake includes an increasing export content.

NEI Projects, which takes the lead for the group in undertaking the design construction and project management of comprehensive contracts, has achieved significant success in the international power generation market by securing the 1000 MW coal-fired power station in India, under contract, which was signed last September, will bring over £230m in

UK export business and involves nine of the relevant trading companies, the chairman explains.

Other important export successes include the main power plant, comprising boilers, turbines and ancillary equipment for power stations in Brazil and Libya. Early in 1983 the group was awarded the contract for a small power station in Botswana.

The group has a substantial manufacturing programme involving nearly all trading companies for the nuclear power stations at Heysham II and Torness, but our main effort continues to be concentrated on overseas markets.

While international business is fiercely competitive the chairman says that experience has demonstrated that it is possible to obtain a satisfactory work load with reasonable margins for the group's UK factories to selected overseas markets, and this is the direction in which our efforts are being concentrated.

Overseas operations continue to make an important contribution to the group. NEI Africa has another successful year, with a substantial increase in pre-tax profit for the year and a record order book while NEI Engineering Pacific also made an increased profit contribution despite difficult trading conditions.

A satisfactory level of profitability was maintained by NEI Canada, with sales of low energy display equipment counterbalancing the recession in the market for power and distribution transformers.

The group's U.S. operations, however, suffered severely from the depression. International Power Machines operated at a reduced profit and Exel Corporation suffered a loss of some £2.1m against a profit of £3.4m in 1981.

Engineering and marketing activity has been intensified in both companies and Exel is now ready to launch a complete new range of communications terminals and message switching devices, though results are expected to improve during the second half of 1983, the chairman states.

Tax charge for 1983 was higher at £12.03m, compared with £9.19m, and minority interests total £2.6m, against £3.1m. After extraordinary debits totalling £2.85m (£1.3m) the attributable balance emerged at £21.93m, up from £19.45m. Dividends will absorb £10.74m (£8.2m).

Order intake during the year exceeded £1m, export orders received were £341m, 48 per cent of total order intake, and net orders in hand totalled £1.49m.

On a CCA basis the pre-tax figure is £18.6m.

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Emess lifts its interim after bright six months

In view of satisfactory results for the half ended December 31, 1982, the directors of Emess Lighting are raising the interim dividend from 3p to 3.50p net.

The period turnover rose from £1.78m to £1.95m and profit before tax from £163,342 to £190,761. The half was characterised by increased consumer demand, although trading remained competitive with continuing pressure on margins. Increased market share was the

main factor behind the rise in profits.

The directors continue to place emphasis on new product development while seeking complementary acquisitions to strengthen Emess.

After tax £18,278 (£17,743) the half year's net profit is shown at £177,003 (£145,599), equal to 12.42p (10.94p) per share. For the full year ended June 30, 1982 the profit came to £336,352 pre-tax, and the dividend was 7.5p.

23% advance to £568,000 by Lamont

DESPITE THE recession Lamont Holdings was able to continue steady progress in 1982 with a 23 per cent increase in pre-tax profit.

Group profit before tax for 1982 was £568,000, compared with £461,000 reflecting the benefits from more control of costs and efforts to improve margins. While the charge for taxation is £158,000 against a credit of £23,000.

Earnings per 10p share were given as 5.11p, up from 4.15p, and the dividend is being lifted from 0.8p to 0.9p net, which improves the total from 1.3p to 1.5p.

Fitch & Company

Fitch & Company Design Consultants, with pre-tax profits of £275,000, have lifted their forecast by £50,000 and not £25,000 as reported in yesterday's edition.

A PricewaterhouseCoopers audit of the company's accounts for 1982, which was completed in October, has confirmed the directors' figures.

The company's turnover for 1982 was £2.97m (£2.48m) and the profit before tax was £275,000 (£233,000). The company's net profit was £275,000 (£233,000) and the dividend was 4.75p (£3.25p).

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Assoc. Engineering SA chairman gives warning

Associated Engineering (SA) (Asseng), the South African offshoot of Associated Engineering, will suffer an after-tax operating loss of about £8.4m in the year ended September 30, 1983, unless minority shareholders approve proposals for dismantling of the group.

The warning was given by Mr Charles Dece, chairman of Asseng, in documents motivating the proposals.

This followed an after-tax loss of £8.5m which was incurred last year.

The UK concern, which owns 60 per cent of the group, is to acquire the South African company's warehousing and manufacturing interests for £8.8m.

The British parent has agreed to sell its 64 per cent residual holding in Asseng to Mr Peter Rhodes for 7 cents a share. A share offer will be extended by Rhodes to minority shareholders.

George Weston Foods

Australia-based George Weston Foods, which is about 60 per cent owned by Associated British Foods in the UK, produced a 28 per cent increase in profit for the year to January 31,

I.D. & S. RIVLIN HOLDINGS P.L.C.

(Registered in England No. 226892)

SHARE CAPITAL

Authorised	Issued
£500,000	£203,319
80,000	80,000
500,000	263,319

Ordinary shares of 5p each
4.2 per cent. Non-cumulative Preference shares of £1 each

INTRODUCTION of ORDINARY SHARES to the UNITED SECURITIES MARKET

Application has been made to the Council of The Stock Exchange for the whole of the issued Ordinary share capital of the Company to be admitted to the United Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing. Particulars of the Company are available in the EMI United Securities Market Service and copies of such particulars may be obtained during usual business hours on any weekday (Saturdays and Bank holidays excepted) up to and including 27th April 1983 from:

L. Messel & Co.
Winchester House,
100 Old Broad Street,
London EC2P 2HX

County Bank Limited,
11 Old Broad Street,
London EC2N 1BB

Lyndon & Co.
113 Buta Street,
Cardiff CF1 1QS

13th April, 1983

Brook Street losses reduced

SHARPLY REDUCED losses for 1982 are reported by Brook Street Bureau, the clerical and administrative staff agency, and the directors have "every hope" of a return to profit in the current year.

At the pre-tax level the group incurred a loss of £806,740, almost half the deficit of £1,538m returned for the previous 12 months, with the improvement most marked in the second half when the loss at £173,667, was little more than a quarter of that sustained during the latter half of 1981.

The directors say they are "reasonably satisfied" that trading conditions in the UK are now improving and that they have every hope that a return to profitability will be achieved in 1983.

Meanwhile, they are holding the dividend at a nominal 0.1p out per 10p share—the interim payment was omitted for the second year running. Loss per share emerged at 7.19p, compared with 10.39p for 1981.

Group turnover was marginally lower at £14,360m, against £14,920m. Figures for the UK rose slightly despite rationalisation of the group's branch network.

In this connection costs of more than £160,000 associated with the disposal of premises were taken into account when arriving at the pre-tax deficit. The loss was also after crediting £127,000 from property sales in Australia.

Tax for the year took less at £79,616 (£452,457) and was made up as to UK £40,685 (£518,187), overseas credits of £2,700 (£54,090) and an adjustment in respect of previous years of £41,631 (£1,604 credit).

After dividend payments, the

same at £10,238, the retained deficit came through much lower at £737,493, compared with £1,088m.

The directors conclude that the group enters 1983 with the largest chain of employment agency offices in the UK and with net tangible assets of more than £2.6m.

comment

Brook Street Bureau's second-half losses were well below those of the first half and significantly lower than the market had expected. Even so, the latest figures give little cause for optimism and shareholders must still be wondering whether the tide of red ink will be stemmed in time to prevent further serious erosion of the capital base. Over the past two years, shareholders' funds have been steadily whittled away from £4.5m to £2.6m, which does not leave much room for a continuation of losses—even at the present level. During the same period, cash reserves have been down from £5m to £1.2m, though the group derives some strength from remaining unencumbered. The desperate cost-cutting programme since the onset of the recession has culled the number of branches from a peak of 200 to only 99. But the company will have to do more than reduce its overheads if it is to achieve a turnaround and any future return to profitability is unavoidably linked to employment levels. Management's hope of profits by year-end seems optimistic, since employment levels tend to react slowly to any general economic recovery.

The share gain of 2p yesterday, where the market capitalisation of £2.6m continues to reflect the uncertain prospects.

Lorlin Electronics joining USM with £1m placing

BY DOMINIC LAWSON

Lorlin Electronics is to announce later this week that it is coming to the United Securities Market. The company, which started business in 1961, is engaged principally in the design, development and manufacture of electronic and electronic equipment.

This week, 1,325,000 shares in the company will be placed by brokers Hitchen Harrison at 80p each to raise just over £1m. At that price, Lorlin will be capitalised at £4m.

In 1978 Lorlin made £297,000 pre-tax, and in the following year advanced to £364,000. However

that figure has not yet been broken and last year the company made only £306,000. However, the directors forecast that in 1983 the company will make in excess of £400,000 pre-tax. At the placing price that gives a 20.8 per cent premium on the current price of 80p.

Lorlin is one of the largest manufacturers of switches in the UK, and its customers include Tinsley, Philips, Fidelity, Rediffusion, and Granada. No one customer accounts for more than 5 per cent of turnover.

The placing represents the sale of shares by the non-executive chairman, Mr Sidney Berk, aged 72, and by his daughter, following the placing, Mr Berk, who is resident in Marbella, Spain, will remain the largest shareholder with about 22 per cent of the equity.

Argyll Foods restructures for growth

Mr James Gulliver, the chairman of Argyll Foods, has announced an important restructuring of the group to consolidate the existing business and to provide a framework for future expansion.

Argyll Foods will continue to be the parent holding company with Mr Alistair Grant as group managing director. Three new companies have been formed. Suppliers will be the principal operating subsidiary responsible for all retail and wholesale activities of the group.

The consolidation of these trading operations into one company under one board of directors will ensure consistent implementation of policies and will capitalise on the group's overall strengths. It also recognises the importance of Argyll's principal activities in retailing.

The manufacturing interests are being combined under another new company—Argyll Foods (Manufacturing). This has been formed to embrace the activities of Argyll Quality Food and the group's continued commitment to its manufacturing interests.

The overall co-ordination of the marketing, buying and distribution activities for all group companies will be undertaken by Argyll Foods (Trading). This company has been formed to take advantage of the combined strengths of the various businesses in which the group is involved.

The restructuring becomes effective immediately.

Bluemel rights

The one-for-three rights issue by motor accessories manufacturer Bluemel AG has met with 80.8 per cent acceptance. The shares not taken up will be sold and the proceeds, after deduction of the issue price, will be remitted to provisional allottees. Of the 6.8m new 10p shares, 5.5m have been taken up.

The rights issue is intended to raise roughly £682,000 and is being underwritten by Hambrecht International, which holds 14.64 per cent of the existing issued capital.

Yearlings down 1%

The interest rate for this week's issue of local authority bonds is 10 per cent, down half a percentage point from last week and compares with 14 per cent year ago. The bonds are issued at par and are redeemable on April 15, 1984.

A full list of issues will be published in tomorrow's edition.

UK COMPANY NEWS

MINING NEWS

Noranda looking for a 'substantial' recovery

BY KENNETH MARSTON, MINING EDITOR

CANADA'S MAJOR natural resources group, Noranda, is yet another to be seeking recovery prospects. In the annual report Noranda says that it is looking for a "substantial improvement" in 1983, especially during the second half.

For 1982 there was a net loss of C\$82.9m (£44m) compared with a net profit of C\$164.8m in the previous year. Matters in the current year will be helped by a substantial reduction in capital spending which amounted to C\$706m in 1982.

However, Noranda, whose interests include a major stake in the existing Hemlo gold camp in Ontario, adds that unless the economic recovery is stronger than expected at present, the results for the year as a whole will still be unsatisfactory.

Another sign of better times ahead comes with the news, reported by John Segalich from Toronto, that Kidd Creek Mines, the big copper-silver producer in the Timmins district of

Ontario, is not now to shut down for July as previously announced.

Furthermore, the company is to resume its practice of hiring summer students to replace employees on vacation. Mr Ray Clarke, the chairman, says that cost reduction moves and efforts made by employees have significantly improved the company's financial outlook this year and he believes that the economy is "turning around slowly."

On the other hand, the Noranda-owned Hemlo Steel Mines is to stop all underground production from its zinc-lead-copper-silver mine in northern New Brunswick at the end of this month. The closure will last for six months or until such time as the metals can be marketed profitably.

Closure was announced last November but at the request of the Provincial Government the company agreed to keep the mine open. In improved production and a higher price for the silver, cash losses have con-

tinued. Heath-Steele can see "very little relief" in the current position of over-supply in lead and zinc.

Meanwhile, McIntyre Mines says that the major task for this year will be to weather the world economic storm and to devote all efforts to secure markets for the company's Smoky River coal operations in Alberta.

Lower coal sales last year reflected major reductions in steel operations carried out by customers in Japan and Latin America. The Japanese steel-makers have told McIntyre that after the existing coal contracts expire in 1984 there will be no further purchases from the company in view of the worldwide oversupply of metallurgical coal.

The McIntyre management hopes that by then the oversupply situation will be corrected and further sales to Japan will be possible. Meanwhile efforts are being made to secure military additional sales to replace a substantial proportion of the Japanese tonnage.

Export controls check tin output

THE CONTINUING effects of the tin export controls introduced last summer by the International Tin Agreement were responsible for the shut-down of 14 dredges under the management of the Malaysian Mining Corporation, and its controlling body Permas Charter Management, during March.

Output of tin concentrates produced by MMC and other Far Eastern companies under the management of PCM and its associates fell to 1,110 tonnes during the month, compared with 1,126 tonnes in February.

The biggest producer in the group, MMC, increased output to 493 tonnes of concentrates, against 454 tonnes in February but the cumulative total for the nine months to end-March shows a sharp fall on the 6,530 tonnes produced in the same period last year.

The second largest producer managed by PCM, Berntal, produced 2,235 tonnes of concentrates in the 11 months period against 3,253 tonnes in the comparable period last year.

Another of Malaysia's major tin producers, Gopeng Consolidated, increased output of concentrates to 130 tonnes in March, compared with 114 tonnes in February, bringing the total for the six months period to

848.25 tonnes against 869.35 tonnes in the six months to end-March 1982.

Outputs from the two groups are compared in the following tables:

	March	Feb	Jan	9 months
Aokam	69	114	39	222
Ayer Hitea	78	94	68	240
Berntal	185	172	250	607
MMC	493	454	567	1,514
Bungel Beal	47	44	45	136
Tongkah Hart	47	44	45	136
Tronoh	30	39	32	101

	March	Feb	Jan	9 months
Gopeng	130	114	145	389
Idem	25	24	24	73
Tanjong	5	5	5	15
Idem	5	5	5	15

Malaysia tin mine restructuring

THE AWAITED restructuring is announced of the rich ML 4 tin mining operation at Dengkil in Selangor State, Malaysia. At present it is being carried on as a joint venture between the CRA group's Conine Holdings (Malaysia) and Perangsang Rio Tinto.

Wong Sulong reports from Kuala Lumpur that under a complex three-stage plan the venture will be merged into Conine Riutinto Malaysia (CRM).

CRM will be owned as to 55.8 per cent by the Selangor Govern-

ment's Kampulan Perangsang. A further 40.3 per cent will be held by Conine Holdings (Malaysia) with the remaining 3.3 per cent going to the Malay group, Syarikat Lambang Setapak.

Datuk Suleiman Manan, managing director of Kampulan Perangsang, said that the restructuring was in line with the Government's new economic policy. He added that the merger of the ML 4 operations would strengthen the company's weak tin prices and still export controls.

He also announced another move whereby Kampulan Perangsang will next month sign an agreement to acquire a 30 per cent equity in Petaling Tin. The Government company will pay M\$6.15 (175p) per Petaling share compared with a traded price of M\$11.30.

Datuk Suleiman said that the move, which will also increase Petaling's issued capital to 10,000 shares by the creation of 3,000 new shares, will ensure growth in the company's mining lease, which runs out in 1985.

RESULTS AND ACCOUNTS IN BRIEF

FAMILY INVESTMENT TRUST—Results for year to January 31 1983 reported as March 4, 1983. Investment income £241,52m (£237,74m); bank and balances £10,34m (£11,27m); set current assets before deduction bank and other losses and future tax £241,11m (£236,47m). Decrease in working capital £35m (£40,5m increase). Since 1975, the group has included the year-end, group assets included 82.6 per cent of a Spanish optical company with 35 branches throughout Spain. It has also bought the whole share capital of Eastlight, a company trading in office products.

GREENCOAT PROPERTIES—No dividend for the six months to the end of December 1982 (last dividend paid in 1975). Pre-tax income £54,000 (£67,000); no tax (usual); turnover £22m (£20,000). Rental income increased by 18 per cent and continued growth in the second half of the company. They have confidence that the foundations are being laid for growth in the asset value and profits of the company.

LEDA INVESTMENT TRUST—Net asset value at March 31 1983 was 115.1p per capital share.

Owing to technical problems, a number of the entries in yesterday's World Value of the Pound table were incorrect. The corrected figures are given below

WORLD VALUE OF THE POUND

The table below gives the latest available rate of exchange for the pound against various currencies on April 11, 1983. In some cases rate is nominal. Market rates are the average of buying and selling rates except

where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied. Abbreviations: (A) approximate rate.

no direct quotations available; (F) from mtr; (P) based on U.S. dollar parities and gold standard-dollar rates; (T) tourist mtr; (B) bank rate; (C) commercial rate; (CH) convertible rate; (I) financial rate; (EC) exchange credit rate; (FC) foreign currency rate; (N) non-financial; (O) official rate; (S) selling rate.

PLACE AND LOCAL UNIT	VALUE OF £ STERLING	PLACE AND LOCAL UNIT	VALUE OF £ STERLING	PLACE AND LOCAL UNIT	VALUE OF £ STERLING
Afghanistan	88.00	Greenland	12.11	Peru	306(A) 1,925.40
Albania	10.12	Iceland	6.92	Philippines	34.70
Algeria	11.7975	India	15.20	Pitcairn Islands	(A) Sterling
Andorra	606.05	Indonesia	1,570.00	Poland	137.5
Angola	(CMA) 48,584	Iran	1,570.00	Portugal	148.5
Antigua (B)	4.10	Iraq	1,570.00	Puerto Rico	1,570.00
Argentina	106.94	Israel	60.20	Romania	6.54
Australia (B)	1.787	Italy	1,570.00	Roumanie de la	1,078
Austria	145.95	Jamaica	1,078	Rwanda	169.97
Azores	145.95	Japan	1,078	Senegal	1,078
Bahamas	1,570.00	Jordan	1,078	Sierra Leone	1,078
Bahrain	1,570.00	Kazakhstan	1,078	Spain	169.97
Bangladesh	88.00	Kenya	1,078	St. Christopher	4.10
Barbados	1,570.00	Korea	1,078	St. Helena	1.0
Belgium	(FMA) 75.20	Kuwait	1,078	St. Lucia	4.10
Belize	(FMA) 75.20	Laos	1,078	St. Pierre	11.075
Benin	1,570.00	Lebanon	1,078	St. Vincent	1,078
Bermuda	1,570.00	Liberia	1,078	Samoa	2.81
Bhutan	1,570.00	Liechtenstein	1,078	San Marino	1,078
Bolivia	(FMA) 75.20	Luxembourg	1,078	Sao Tome & Principe	1,078
Bosnia	1,570.00	Macao	1,078	Saudi Arabia	1,078
Brazil	1,570.00	Malawi	1,078	Senegal	1,078
Bulgaria	1,570.00	Malaysia	1,078	Sierra Leone	1,078
Burkina Faso	1,570.00	Maldives	1,078	Spain	169.97
Burundi	1,570.00	Mali	1,078	St. Christopher	4.10
Cameroon	1,570.00	Malta	1,078	St. Helena	1.0
Canada	1,570.00	Mauritania	1,078	St. Lucia	4.10
Cape Verde	1,570.00	Mauritius	1,078	St. Pierre	11.075
Cayman Islands	1,570.00	Mexico	1,078	St. Vincent	1,078
Central African Rep	1,570.00	Moldova	1,078	Samoa	2.81
Chad	1,570.00	Monaco	1,078	San Marino	1,078
Chile	1,570.00	Mongolia	1,078	Sao Tome & Principe	1,078
China	1,570.00	Montserrat	1,078	Saudi Arabia	1,078
Colombia	1,570.00	Mozambique	1,078	Senegal	1,078
Comoros	1,570.00	Nauru	1,078	Sierra Leone	1,078
Congo	1,570.00	Nepal	1,078	Spain	169.97
Cote d'Ivoire	1,570.00	Nicaragua	1,078	St. Christopher	4.10
Cuba	1,570.00	Netherlands	1,078	St. Helena	1.0
Cyprus	1,570.00	Netherlands Antilles	1,078	St. Lucia	4.10
Czechoslovakia	1,570.00	New Zealand	1,078	St. Pierre	11.075
Danish Kroner	1,570.00	Niger	1,078	St. Vincent	1,078
Dominican Rep	1,570.00	Nigeria	1,078	Samoa	2.81
Dominican Rep	1,570.00	Norway	1,078	San Marino	1,078
Ecuador	1,570.00	Oman	1,078	Sao Tome & Principe	1,078
Egypt	1,570.00	Pakistan	1,078	Saudi Arabia	1,078
Equatorial Guinea	1,570.00	Panama	1,078	Senegal	1,078
Ethiopia	1,570.00	Paraguay	1,078	Sierra Leone	1,078
Falkland Islands	1,570.00	Peru	306(A) 1,925.40	Spain	169.97
Fiji	1,570.00	Philippines	34.70	St. Christopher	4.10
Finland	1,570.00	Pitcairn Islands	(A) Sterling	St. Helena	1.0
France	1,570.00	Poland	137.5	St. Lucia	4.10
French Polynesia	1,570.00	Portugal	148.5	St. Pierre	11.075
French West Africa	1,570.00	Puerto Rico	1,570.00	St. Vincent	1,078
Gabon	1,570.00	Romania	6.54	Samoa	2.81
Gambia	1,570.00	Roumanie de la	1,078	San Marino	1,078
Germany (West)	1,570.00	Rwanda	169.97	Sao Tome & Principe	1,078
Ghana	1,570.00	Senegal	1,078	Saudi Arabia	1,078
Greece	1,570.00	Sierra Leone	1,078	Senegal	1,078

* That part of the French community in Africa formerly French West Africa or French Equatorial Africa. ** Rate is the transfer market (controlled). *** Now an official rate. (U) United rate. Applicable in all transactions except countries having a bilateral agreement with Egypt and who are not members of IMF. (S) Based on gross rates against Russian rouble. (1) Essential goods. (2) Controlled rate for priority imports such as foodstuffs. (3) Non-essential imports and private sector applicants. (4) Preferential rate for public sector debt and essential imports. (5) Government controlled for non-essential imports. (6) Free rate for luxury imports, remittances of money abroad and foreign travel.

SECURITY CENTRES HOLDINGS PLC

(Registered in England under the Companies Act 1948 No. 661944)

SHARE CAPITAL

Authorised
£1,850,000 in Ordinary Shares of 10p each

Issued and
fully paid
£1,483,026

Application has been made to the Council of The Stock Exchange for the 14,830,263 ordinary shares of 10p each of Security Centres Holdings plc issued and fully paid to be re-admitted to the Official List.

Particulars relating to the Company are contained within separate cards circulated by Exel Statistical Services Limited. Copies of the cards are available during normal business hours on any weekday, (Saturdays and Public Holidays excepted) up to and including 27th April 1983.

Aiken House Limited
One Workshop Street
London EC2A 2HQ

Sir George Kemp & Co
20 Copthall Avenue
London EC2R 7JS

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange



DEREK BRYANT GROUP p.l.c.

(Registered in England No. 1660705)

SHARE CAPITAL

Authorised
£275,000 in Ordinary Shares of 10p each

Issued and
now being issued
£220,000

Placing by
Brown, Shipley & Co. Limited
of 600,000 Ordinary Shares of 10p each at 110p per share

The Bryant Group comprises principally an approved Lloyd's insurance broker specialising in direct insurance from the United States of America.

Application has been made to the Council of The Stock Exchange for the grant of permission to deal in the whole of the issued share capital of Derek Bryant Group p.l.c. in the United Securities Market. It is emphasised that no application has been made for these securities to be admitted to listing.

Particulars relating to the Company are available to the Exel Statistical Services and copies of such particulars may be obtained during usual business hours on any weekday (Saturdays and public holidays excepted) up to and including 6th May 1983 from:

Brown, Shipley & Co. Limited,
Founders Court, Lothbury, London EC2R 7HE

Incorporating McAlamy, Montgomery & Co.,
Piercy House, 7 Copthall Avenue, London EC2R 7BE

BIDS AND DEALS

Davenports forecasts sharp increase

Davenports Brewery, the only independent brewery operating in Birmingham, has urged its shareholders to reject a takeover bid by Wolverhampton & Dudley Breweries.

In a rejection document sent to shareholders Davenports forecasts a sharp increase in profits and dividends in an effort to gain shareholders' support in its attempt to fight off the bid.

The board forecasts a 29 per cent increase in trading profit to £2.1m for the year to October 1, 1983, compared with £1.63m in 1982 and 1981. In addition, it anticipates that the surplus on the sale of properties for the current financial year will exceed £800,000 which should result in a net profit before tax of £2.7m for the year.

The Wolverhampton & Dudley offer does not reflect this improved financial performance and materially underestimates the potential of Davenports, the group tells shareholders.

On the strength of the anticipated profit growth, the Davenports board intends to recommend an 80 per cent increase in dividends from 4.66p per share in 1982-83 to 8.40p per share in the current year.

Davenports says, in its circular that the turnover and profit in the first few months of the current financial year are substantially up on the same period in the previous year.

C. H. BEAZER/
SECOND CITY
Acceptances of C. H. Beazer's offer for Second City Properties have been received from holders of 5,175,988 Second City shares, representing 39 per cent.

Beazer is, through a subsidiary, beneficially interested in 3,522,222 shares (50 per cent) and its interest, including acceptances under the offer, therefore amounts to 12,708,145, or some 54 per cent.

The offer is now declared unconditional as to acceptances.

INTERNATIONAL PAINT
International Paint has formed a joint venture in Saudi Arabia with Yusuf Bin Ahmed Kanoo for the manufacture of International's range of marine and protective coatings and industrial finishes. International will hold 40 per cent of the new company, International Paint Saudi Arabia.

Caparo set to launch £8m offer for Barton Group

BY DAVID DODWELL

Caparo Industries, the steel stockholding, industrial services engineering and property group, yesterday announced plans to mount a £8m bid for Barton Group, the Birmingham-based rubber, industrial services and engineering group.

The cash offer, worth 53p a share, was triggered when Caparo agreed to buy from Staveley Industries its 10.5 per cent stake in Barton. Since Caparo already held a 20.5 per cent stake in the company, this latest purchase pushed it above the 30 per cent point at which a full bid becomes mandatory.

Caparo shares closed unchanged on the day at 27p, as did Barton's shares at 33p, because the bid was not announced until after the end of trading.

No executives at Barton were available yesterday evening to suggest whether the approach from Caparo would be welcome or not. Similarly, brokers Laine and Cruickshank said they had not had opportunity to discuss a response with the company.

Pre-tax profits at Barton fell to £400,000 in 1982. In 1981, the figure was £1,035m. Turnover fell from £49.3m to £47.4m over the same period.

British Vita joint venture

BY DAVID DODWELL

British Vita, which makes foam, plastic and rubber compounds, has set up a joint venture in Finland with Espe Oy to manufacture industrial fibre wadding for the garment and upholstery industries.

The joint venture company, for which a £1.1m plant designed by Vita will be installed by September, will be called Vitavani Oy. It will be based within Espe's main manufacturing complex at Kouvola.

Espe Oy manufactures almost 90 per cent of Finland's output of polyurethane foam, for which it operates one of the most modern plants in Europe. Shiel has a majority stake in the company.

Vita—through its Belgian subsidiary Libelux—and Espe Oy are the two main suppliers of wadding to the Finnish market and the new joint venture will take over their markets. Combined sales are at present worth about £12m, but are expected to be somewhat higher than that by the time production starts at Vitavani.

British Vita will be investing £200,000 in the new venture, and will be responsible for all technical, planning and product development. It will have a 10 per cent shareholding in the company.

Espe Oy will for its part be investing over £400,000. A further £1m of loans has been raised to cover the cost of plant building and start-up costs.

Apart from supplying the Finnish market, British Vita hopes the new venture will use its Finnish base to boost sales of wadding into the Soviet Union.

Sales of wadding in Finland have traditionally accounted for about 10 per cent of the output of Libelux in Belgium. However, Mr Duncan Lawton, a director of Vita who will join the board of Vitavani Oy, said yesterday that rapid sales growth in Finland, where Vita is expected to make up for the loss in sales in Finland.

Caparo has strong common links with Barton. Both are in the area of steel manufacture, and both are based in the Birmingham area.

Staveley has been keen to dispose of its holding in Barton for some time. The original reason for acquiring the stake was that it had a subsidiary of its own which like Barton made steel shavings. This subsidiary was sold in Wheelabrator-Alle in mid-1980, underlining the need to keep the Barton stake.

A spokesman for the company said yesterday that Staveley had been content to hold the shares while returns on the investment were steady. But in the recent past, with a fluctuating share price and continuing depression in the engineering industry, returns had been erratic.

With the £800,000 it is likely to raise from the sale of its shares to Caparo, and earnings of its recent sale of Peakstone, Staveley's borrowing returns have fallen to a level where it is actively considering acquisitions of its own.

Caparo was given just an hour to decide whether to accept the Staveley stake and mount a full bid. Mr Sivraj Paul, the company's chairman, said that while the bid is solely a cash one at present, over the coming week a share offer may be offered as an alternative.

"If shareholders accept the offer, then I am happy. But if they do not, then I am equally happy, because I have a substantial stake in a company that has common activities and is well run."

He saw a possibility of rationalising the businesses of the two companies in the Birmingham area. He insisted that this would not mean redundancies, simply a saving in overheads.

Caparo has been one of the more predatory companies on the stock market in recent months. In February, it completed an agreed £2.5m bid for E. Austin the long-making Herefordshire forklift truck maker. This came just a month after the purchase of £250,000 of Ralph and Co (Birmingham), a private steel stockholding company.

In November, it bought Harlock, which manufactures forklift trucks, for £400,000. In addition, it at present holds stakes ranging from 5.10 per cent in three other companies—Brookhouse, Richardson Westgarth, and Arthur Lee.

Dennis will have an option under the sale and leaseback agreement to re-acquire the leasehold interest at any time during the period of the lease for a consideration of six times the basic rental applicable at the date the option is exercised.

KEEN AND SCOTT/
ALPINE HOLDINGS
Keen and Scott's offer for Alpine Holdings has been declared unconditional and will remain open until further notice. The 3.88 per cent offer totalled 77 per cent of the ordinary shares.

PONTIN'S
Windsor Caravan Park at Pendine Sands, Carmarthen, South Wales, has been acquired by Pontin's, the UK holiday division of B&A.

The Windsor Caravan Park site includes a caravan park with facilities for 453 caravans, 60 tent pitches and 18 holiday chalets.

The Windsor Caravan Park will retain its name and bookings already accepted are fully secured. Tariff prices will remain for the 1983 season as already published. The season starts on April 2, 1983.

NO PROBE
The proposed merger between Dobson Park and Fletcher-Sulcliffe will not be referred to the Monopolies and Mergers Commission.

PETER BROTHERHOOD
Terms of the offer by Thermo Electron Corporation for the preference shares of Peter Brotherhood have been agreed. They are for each 51 per cent of the shares to be purchased at a price of 100p plus 5p in cash (credit) share 55p in cash. Terms for the ordinary shares are already known. The preference shares are conditional upon 90 per cent acceptance or such a percentage that the bidder may decide to accept.

SHARE STAKES
Finn B. Gulness, on appointment as trustee of Lord Moyne's Charitable Trust, has acquired 125,530 ordinary shares in increasing his interests to 3,655,895 ordinary share units.

RFD Group—A. G. Macpherson, a director, has purchased a total of 29,000 ordinary shares in London and Continental Advertising Holdings—Following the disposal of 135,000 ordinary shares, J. J. Comino is interested in 665,000 ordinary shares and Mrs K. Comino is interested in 200,000 ordinary shares.

Lowland and Gas Production—Following the disposal of 500,000 ordinary shares, Miss Elaine Racie holds 2.5m shares (5.95 per cent).

Guinness Peat Group—M. Hoffmann has acquired an interest in 150,000 new ordinary shares; R. A. W. Caine has disposed of his 1,515,000 ordinary shares; G. C. Greens has disposed of his right to 40,540 ordinary shares.

Ultramar—E. K. O'Shea, a director, has purchased a total of 40,000 ordinary shares, increasing holding to 53,261 and leaving his non-beneficial interest unchanged at 9,019 shares.

G. M. Firth (Holdings)—J. H. Wasserman, chairman, has purchased 25,320 ordinary shares increasing holding to 645,000 shares (21.58 per cent).

Rowntree Macalister—D. Le Grove is interested in 42,500 second preference shares (5.25 per cent).

Mobex Group—London Trust no longer holds 5 per cent or more of its issued share capital. Ladies First—Following purchases of a further 135,000 shares, total holding by Esal (Commodities) is now 882,750 (10.15 per cent).

Fleming Mercantile—United Kingdom Temperance and General Provident Institution has disposed of its total holding of ordinary shares.

Albert Fisher Group—A. B. Miller, chairman, has purchased through Altrast, a company controlled by him, 50,000 ordinary shares. Mr Miller is now interested in 1,658,001 shares (29.72 per cent).

APPOINTMENTS

Men on the move at Wimpey group

FOLLOWING the promotion of Mr C. J. Chetwood to the post of chairman designate and chief executive of GEORGE WIMPEY two senior posts be held have now been filled.

Mr Anthony M. Coome has been appointed managing director of Wimpey Construction UK, the group's UK contracting arm. He joined Wimpey in 1955 as an engineer at Birmingham. He subsequently became regional manager at Bristol and then general manager in the London region. Since his appointment to the board of the parent company, George Wimpey, in 1973, he has been responsible for a number of the UK regional organisations and became a director of Wimpey Construction UK on its formation in 1979. In recent years he has held main board responsibility for the technical aspects of UK private housebuilding.

Mr R. Nelson Oliver becomes chairman of Wimpey Homes Holdings, the group's UK private housing arm. He joined Wimpey as an engineer in 1960, was appointed regional manager at the Witham office in 1972 and subsequently promoted to director of Wimpey Construction UK. He became a director of the parent company, George Wimpey, in January 1979, and has been managing director of Wimpey Homes Holdings since December 1981.

Mr David Pickles has been appointed director and general manager of the Ashworth's division of THOMAS ASHWORTH part of the Barro Dean Industrial Group. He will be responsible for the Ashworth factory, the "Reed" moisture tester, and the Ashworth leisure range of garden furniture and accessories.

NOMURA INTERNATIONAL, a subsidiary of a Japanese investment house has promoted three of its UK staff to associate director. Mr Giancarlo Solanti, Mr Robert Bodwell and Mr Keith Porter are all dealers in Nomura's London office. This is thought to be the highest rank achieved by UK staff in a Japanese financial house in the City.

PATEY DOYLE (PUBLISHING) has appointed Mr Adam to the board. For the past year he has been running Media Research Consultancy, part of the J. Walter Thompson Group.

Mr Leslie Fairweather, editor of The Architects' Journal, has been appointed a director of THE ARCHITECTURAL PRESS. He continues as editor of the AJ.

Mr Vic Leat has been appointed international sales manager for STC BUSINESS SYSTEMS, formerly ITT Business Systems. He will be responsible for sales of digital



Mr Tony Coome, (left) managing director of Wimpey Construction UK, and Mr Nelson Oliver (right) chairman of Wimpey Homes Holdings

telephone systems worldwide. He began his career in telecommunications 20 years ago as an apprentice with Post Office Telecommunications.

Mr Clifton E. Geiser will retire in June as managing director and chief executive of SWISS REINSURANCE CO (UK), but will continue as a non-executive director and chairman. The role of chief executive will be assumed by Mr Brian T. G. Prevost, director and general manager.

NatWest chief economist

Mr David Kera has been appointed manager and chief economist, market intelligence department, of NATIONAL WESTMINSTER BANK, to succeed Mr Bob Stevenson on his retirement on April 30. Mr Kera has worked as a senior economist in the bank since 1969. He has been in charge of the economic analysis and statistics sections for the past nine years and since 1980 he has also been manager of the international section.

Mr Brian Iverson, formerly head of publicity and promotions with ICL, has joined DBA COMPUTER SERVICES as marketing director.

Mr Edward Knottwell has been appointed financial director of CASTELL SAFETY TECH. NOLOX, a Balmain Group subsidiary specialising in industrial safety systems. He is responsible for financial control of Halma's safety division which comprises Castelli Safety Technology and its manufacturing and marketing subsidiaries in the UK, Holland, France and the U.S. He was formerly with an Eil Lilly Corp. subsidiary where he was controller of European operations.

Mr Eric Wright, managing director Craigmill division of Van den Berghs & Jurgens, has been elected president of the MARGARINE AND SHORTENING MANUFACTURERS' ASSOCIATION. Mr Charles Blacow, general manager of Merseyside Food Products, and Dr Ellis Wright, managing director of Rowallan Creamery, were elected vice-presidents.

Mr Peter W. Bickerton has joined MANUFACTURERS HANOVER as an associate director in the corporate finance department. Previously he was deputy chairman and deputy managing director of Simo Darby London.

Mr William Forrest, former deputy director, North Yorkshire Area, NCB, engineer in charge of the Selby Coalfield Project, and a past president of the Institution of Mining Engineers, has been appointed a consultant to MINDEV and has joined the board of a subsidiary company.

Mr John H. Prescott has been appointed sales and marketing director of HARRY HALL, BLADEN AND PHILLIPS & PIPER, Austin Reed Group's riding and country wear division.

The ASSOCIATION OF OFFSHORE DIVING CONTRACTORS (AODC), which represents the interests of all the major diving contractors and submersible operators in the North Sea, has appointed Mr Crawford Logan as its first full-time technical secretary. The appointment has been made because of the increasing involvement of AODC in the preparation of Safety Guidelines and other technical documents for underwater operations. Mr Logan was with Seaforth Engineering.

The BUE Group has appointed Mr Barry Moore as managing director of its acquisition, KO MARINE. He joins from Wharton Williams where he was operations manager.

CFU COMPUTERS has appointed Mr John Fearnes as financial director. He was at Hewlett Packard for 20 years, rising to be group finance manager.

Senior post at Bank of America

BANK OF AMERICA has appointed senior vice-president Mr Robert A. Belanger as head of its UK, Ireland and Nordic area, and also manager of its London branch. He succeeds senior vice-president Mr Richard L. Saffold, who has been promoted to executive officer, private banking-worldwide at the bank's head office in San Francisco. Mr Belanger was previously head of the eastern area office of the bank's North America division.

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Over-the-Counter Market

1982-83	Company	Price	Change	Gross Yield	P/E	Fully Paid
142	120	152	152	152	152	152
158	117	158	158	158	158	158
16	40	16	16	16	16	16
315	197	315	315	315	315	315
140	100	140	140	140	140	140
270	210	270	270	270	270	270
86	52	86	86	86	86	86
77	100	77	77	77	77	77
94	75	94	94	94	94	94
82	61	82	82	82	82	82
158	100	158	158	158	158	158
143	94	143	143	143	143	143
204	111	204	204	204	204	204
250	148	250	250	250	250	250
83	54	83	83	83	83	83
112	112	112	112	112	112	112
28	31	28	28	28	28	28
86	64	86	86	86	86	86
270	214	270	270	270	270	270

Prices now available on Prestel page 48146

The Scottish Metropolitan Property PLC

Interim Statement

	Half year to 31.3.83 (unaudited)	Half year to 31.3.82 (unaudited)
Net Revenue from Properties	£3,283,265	£2,717,239
Other Income	443,261	650,596
Interest paid and Admin. Expenses	632,086	593,689
Group Profits before Taxation	3,074,440	2,774,146
Available for Dividend	1,587,419	1,499,473
Dividend—Interim	1,454,902	1,322,497
Carried to Reserves	132,517	176,976

The Directors have declared an interim dividend of 1.5p per share (1982—1.5p per share) on an issued share capital of £19,398,697 (1982—£17,633,293) and anticipate that, with the expected increase in Group Profits before Taxation, they will be able to recommend a final dividend for the year ending 15th August 1983 on the enlarged share capital at a rate of 2.00p per share.

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TECHNOLOGY

BMW MAKES DRAMATIC SAVINGS IN ITS SERVICING COSTS USING ON-BOARD MICROS

The tiny computers that watch over cars

BY JOHN GRIFFITHS

BMW of West Germany expects that from 1986 onwards its cars will require only 40 per cent of the servicing needed now, with the interval between services—except for oil changes—increasing to as much as 50,000 kilometres.

The basis of this belief lies in computerised systems, already installed in test vehicles, in which the vehicle will diagnose its own faults, and bypass them if necessary with "fail-safe" systems. Computers based at service outlets will extract information from the car's microprocessor system to evaluate the degree of wear in all main components, and how long they are likely to last without the need for servicing.

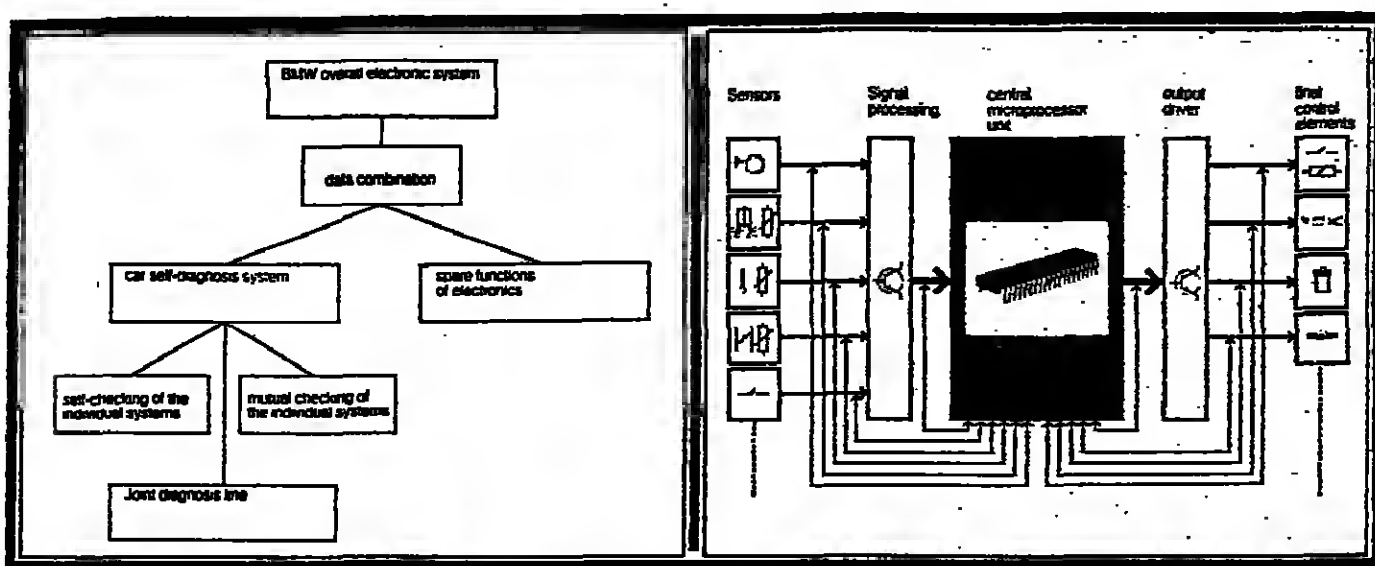
The aim, according to Dr Wolfgang Flor, head of customer service, "is to make preventative maintenance a thing of the past."

The implications are far-reaching, both for vehicle owners and BMW's own dealer networks.

In the case of the latter, service turnover has already been reduced by DM 60m a year as the result of previous changes. Since the introduction of its cars of an on-board computerised service interval indicator in July, 1981, the average service interval, says BMW, has already increased by 55 per cent to 23,000 kilometres, and oil change intervals to 11,500 kilometres.

This means that dealers will have to rely on optimising their areas of the business: new and used car sales, and accessories (BMW recently established a "boutique" business for things such as clothing, for example).

Currently, "few dealers optimise the accessories business," acknowledges Dr. Kerthelz Rademacher, BMW's head of research and development. "But we have already discussed this with our dealer networks. They understand the philosophy and they accept that BMW cannot stop making pro-



How the electronics keeps an eye on the car components

gress on reducing service intervals just in order to suit dealer turnover."

The service interval indicator marks the end, for BMW, of fixed interval servicing. Instead, sensors monitor oil condition, driving habits and conditions, spark plugs and other items.

A dashboard display of green lights progressively changes to red as the actual need for servicing grows. The thinking behind the system was that a car used mainly for stop-start motoring in urban conditions will need servicing much more frequently than one used mainly for fast, long-distance work where the engine is operating most efficiently. So it has proved.

The maintenance requirement on BMWs has already dropped to 71 per cent of that prevailing in 1977.

The ability to reduce this by a further 60 per cent by 1988 at the latest (the first car to be fitted with the system will be the new large "7" series model planned for 1986-87) depends on changes both within the car

and the service outlet, where additions to—though not replacement of—service outlets' existing computerised diagnostic equipment will be needed.

In the broadest terms, the cars will be festooned with sensors on all wearing components; they will provide information to microprocessors, and these will be linked in what might best be described as a "ring main." The whole system will be capable of diagnosing its own faults, setting up fail-safe "bypass" systems in the event of a component failure and, when plugged into the service outlet's computer, will provide an instant readout of what needs servicing and how long other components are likely to last.

Indicator

For example, if the service interval indicator is showing a service is due simply because of the state of the spark plugs, the service outlet's computer will print out the parts, and their cost, which would not last up to the mileage that the spark

plugs could expect to need replacing against the mileage. In case of irregularities in the system, no individual tests of components will be needed because of the on-board self-diagnosis system.

The system gets round one of the traditional major drawbacks of traditional servicing—in that an owner will no longer need to be interrogated about the nature of defects, or test drives to assess a problem undertaken. The reason for not following such a route in the past has simply been lack of development of the necessary electronic components.

But as Dr Rademacher points out, such has been the pace of progress in electronics that the cost of introducing the extra intelligence required is now very little, and the far more extensive array of sensors needed will also add an insignificant amount to costs.

In the case of the self-diagnosis system, sensors attached to many components, from spark plugs to brake discs and shock absorbers supply differ-

ent signals—generally, frequency, resistance and voltage. These are converted into uniform digital information for on-board microcomputer processing. A multitude of inputs are reduced to one information line in order to use commercially available microprocessors for the system connections.

A software comparison of the input signals with known reference values stored in the microprocessor memory permits checking and electronic control of the functioning of the sensors, sensor line and signal processing circuit. A comparison with other sensor signals also permits evaluation of the correctness of signals being received.

Procedures for output signals from the microprocessors are basically the same. The driver electronics, connections to final control elements and the final control elements themselves are checked by applying a test current.

If an electronic unit fails completely, however, due to interruption of the supply voltage or microprocessor damage,

self-checking is no longer possible. In that event, another major element in the concept becomes operative.

This is a "mutual checking" process, whereby engine, instrument and central controls are interlinked by a supplementary test line.

So if faults occur, they are located by either system and stored in a diagnostic file. The result of the diagnosis is then available on a joint diagnosis line and can be queried for further evaluation via the on-board diagnosis plug at a service outlet.

In practical terms, the system means that if a fault is found anywhere in the input system, such as with a sensor, a suitable replacement value for the sensor signal is generated in the central processor. Without such a system, some vital operations could not be guaranteed (for example failure of the airflow meter in digital engine electronics).

Prevention

In the case of a fault on the output side, the system could, for example, switch off the heater/air conditioning in the event of a servomotor short-circuit in order to prevent electronic damage.

And if mutual checking indicates failure of a central processor, the fail-safe mechanism allows a simplified back-up system to be switched on.

BMW contends that increased use of electronics, even on the scale envisaged for its own products, is not necessarily accompanied by a lower level of reliability or possible service problems, provided the right development strategy is followed.

It needs to be wholly correct in this assumption. For the on-board system proposed would appear to take the BMW, after 1986, well beyond the ability of the average roadside garage to repair.

Materials

Getting ground down

A LABORATORY belt grinder, purpose built for the rapid coarse grinding of metallographic and spectrographic samples and believed to be the first of its type from a European manufacturer, has been introduced by Metallurgical Services Laboratories of Brookham, Betchworth, Surrey (073 784 2727).

Known as Metaserv, the belt grinders are available in two basic versions, the C1850 and C1852. The former is designed for wet or dry grinding and can be used with a normal water supply or separate recirculating coolant system.

The C1852 is intended mainly for the preparation of spectrographic samples as a dry grinder only and can be connected to a vacuum type dust control system. The 100mm wide abrasive belts run over stainless steel surface plates while the complete units are 580mm wide, 600mm deep and 270mm high. The normal abrasive belts are available in a range of grit sizes from 60 to 400. Units cost £875 for the C1850 and £650 for the second model. The coolant recirculating system is available with pump, settling tank, cable and hoses at £180 and the vacuum dust control system at £148.

The company says it expects considerable overseas interest particularly in North America, and has arranged for the units to be available from the Metlab Corporation in Niagara Falls and from Micro Metallurgical in Thornhill, Ontario.

Plastics

Novel hole punch device

A NOVEL pneumatic automated hole-punching system, already in use by plastic manufacturers in several countries, has been developed by M.A.I. Industrial Automation Systems (POB 361, Kfar Saba, 44102, Israel. Telex: Mal 342532 IL).

In contrast to the standard "stop and go" hole-punching procedure, the new device, which can be installed as an accessory unit on almost any type of existing machinery, makes "holes on the fly" in almost any type of film or foil—plastic, paper, aluminium, etc.

The punching speed is up to 35 strokes per second, with the material moving at up to 300 metres per minute, making hole sizes from 2-150 mm. The moving belt touches the material for just 0.001 seconds thus avoiding excessive wear or cutting of the material surface. The company is now setting up a network of agents abroad.

Displays

Plasma for terminals

THE DISPLAYS division of Burroughs, which has launched a 400-character gas plasma display panel for use in data terminals. The display has an 80-column format and is suitable for alphanumeric and graphics displays.

The company says that a 2,000-character version is also to be introduced with a thickness of only 2 inches. More details on Rickmansworth 76545.

Machines

Getting all tied up with Mosca

FIVE versions of the West German manufactured Lawco-Mosca range of non-metallic strapping and string tying machines are now available from Lawtons Strapping Division, 60, Vauxhall Road, Liverpool (051 221 1212).

The new range offers up to 34 strapping cycles per minute with a facility for polypropylene strapping between five and 133m wide. Price is £3,950 but leasing or short term hire arrangements may be made.



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Which is good news for you, for us and for Britain.

How our competitors abroad will feel remains to be seen.

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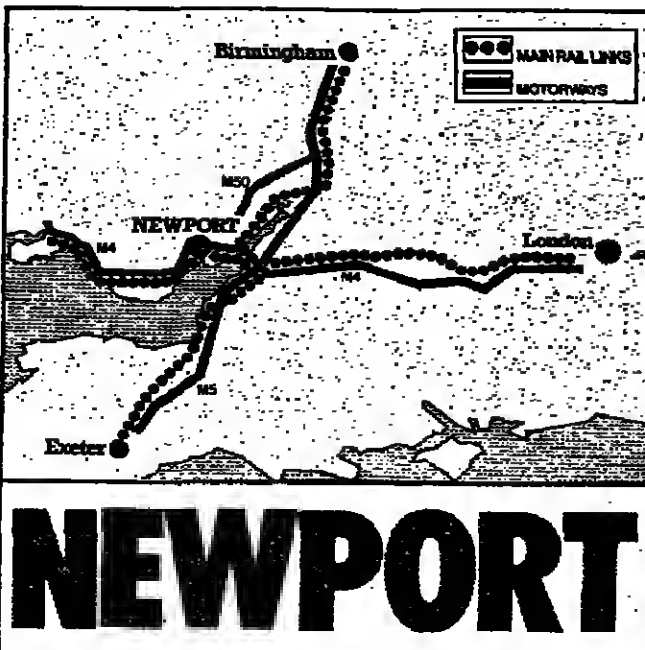
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LIGHTWEIGHT AXLE
Weight savings

RUBERY OWEN ROCKWELL will display its pre-production version of the 18,000 lightweight Tridem axle as the highlight of the company's stand at the IRTE conference in Solihull in the West Midlands on May 12 and 13.

Main feature of the axle for heavy goods vehicles is a new oil-filled bearing which, the company claims, will more than double maintenance intervals.

Weight savings have been made by the use of the bearing within an aluminium alloy hub which with a pre-set bearing adjustment allows the aluminium hub to be some 4 ins

shorter than those using traditional components.

An additional feature, according to the company, is that an outboard mounted brake drum can now be used on the Series III 420 x 150 mm brake so that maintenance can be carried out without disturbing the hub, bearing or seals.

Rubery Owen-Rockwell will also have on show details of the Neway Air Suspension System which can be used either as original equipment or when converting from tandem to tri-axle configuration.

More from the company at PO Box 10, Wednesbury, West Midlands (021 526 5131).

M.C.

Computers

TeleVideo's 16-bit computer

THE U.S.-BASED TeleVideo computer company, has announced that it is to enter the European market with two new 16-bit CP/M-based small business microcomputers.

One system, the TS1603, has a 1 megabyte floppy disc storage system and is capable of stand alone operation or connecting to a total of 16 machines in a network. The second machine to reach Europe is the TS1600, a low-cost work station. More information on these are available on 0908 668778.

Data
Distributed system

NORTHERN Telecom has launched a distributed data system the model 555 which is designed to handle both data and word processing applications. It supports up to eight data stations, either local or remote, and up to eight printers. Altogether the system has 448 bytes of main memory, plus 22 Mbytes of Winchester disc storage. More details are available on 05827 63161.

COMPUTERS
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International Exhibition & Conference

24-26 May 1983 The Barbican Centre London

The Stock Exchange is sponsoring this first ever international event to encourage a better understanding of how computer and communications technology can improve the competitive edge of the financial markets in the city.

The conference, with its associated exhibition, will be of equal value to those in banking and insurance as well as to those concerned with international money and foreign exchange, commodities, futures and general securities.

Two concurrent streams will encompass all the key topics. In the "Management Implications" stream, consideration will be given to the more fundamental issues and will illustrate how technology can best be harnessed to the organisation. Distinguished speakers and chairmen in this stream will include:

Patrick Mitford-Stade, Deputy Chairman, The Stock Exchange.
Charles McQuade, President, Securities Industry Automation Corp, New York.
Michael Knowles, Director, Mercantile House Holdings.

The other stream entitled "Systems Strategy" will be more specific and of direct value to senior administrators and technical management. Chairmen and speakers here will include:

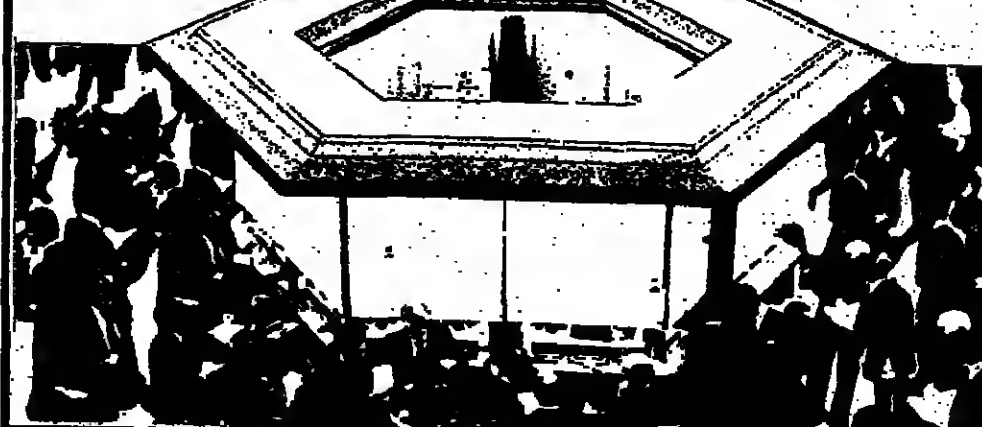
George Hayter, Director of Technical Services, The Stock Exchange.
Adrian Norman, IT Unit British Government Cabinet Office.
Matthew Devlin, Vice President, Electronic Banking, Citibank NA.

The exhibition comprises displays from virtually all the leading computer and specialist communications systems suppliers and illustrates the many ways in which information technology is benefiting all segments of the financial market-place.

For conference information clip your business card to this advertisement and return to:

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Online Conferences Ltd., Argyle House, Northwood Hills, HATTS, Middlesex, UK. Phone: Northwood (09274) 28211. Inl phone: 44-9274 28211. Telex: 923498



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	CALLS			PUTS		
Option	Apr/1	July	Oct.	Apr/1	July	Oct.
BP (USP 360)	280 200 580 13	90 70 50 13	76 54 58 24	84 58 58 7	1 1/2 1 1/2 8 7	5 14 24 18
GCF (USP 58 7)	380 420 460 500 550 600	6 112 78 30 5	147 117 85 66 30	8 28 28 27 11	1 1/2 6 10 10 80	6 16 17 47 —
CTD (USP 90)	70 80 90 100	50 50 10 9 1/2	89 22 15 6 1/2	82 15 15 6	1 2 1/2 6 7	2 1/2 5 9 9
CUA (USP 146)	180 180 140 160	26 15 6 1 1/2	20 21 15 7	24 24 15 10	1 6 2 17	1 1/2 9 9 20
OEC (USP 99 1/2)	180 197 207 317 228 237 240	50 52 14 — 2 — —	56 52 66 — 20 3	50 — 48 — 27 —	1 1 — — 12 22	2 4 10 — 18 — —
OM (USP 341)	240 250 280 300 330 350 360 380	2 — 68 16 19 20 1	— — 68 48 54 21 6	— — 54 24 20 10	1 1 3 11 20 25 66	— — 7 24 38 64
ICI (USP 412)	160 360 380 390 500 550 600 620	150 — 120 90 60 30 6	— — 128 86 74 58 42	— — 1 1 1 58 30	1 — 1 3 5 10 12	— — — 6 29 24
LS (USP 636)	260 280 300 320 350	68 48 20 28 4	75 74 54 32 16	72 61 54 32 10	1 8 8 10 12	9 8 18 21 —
M & S (USP 52 1/2)	200 226 240	28 5 1	51 25 7	56 25 21	1 16 24	6 19 —
SHL (USP 506)	480 500	16 50	58 58	66 58	1 1/2 80	8 16

	CALLS			PUTS		
Option	May	Aug.	Nov.	May	Aug.	Nov.
BBL (USP 463)	650 680 420 460 500	108 90 58 38 16	118 58 78 28 27	1 2 7 12 40	9 9 23 47 60	13 15 60 57
IMP (USP 116)	80 100 118 120	87 17 8 1	— — 16 1	— — 16 6 1/2	— — 4 8	— — 6 12
LMO (USP 98 1/2)	210 230 270 290 320 350 600	80 60 70 65 2 1	95 70 65 40 2 —	2 1/2 2 1/2 3 9 1/2 48 —	3 12 30 35 48	6 18 25 —
LNR (USP 84)	80 90 100	7 3 1/2 0 1/2	11 6 2 1/2	12 7 3	3 8 16	6 1/2 17 61
P & O (USP 249)	100 110 120 150 160 240	58 42 32 22 9 1/2 10	52 32 33 83 18 10	— — — 1 1/2 14 12	0 1/2 2 3 4 5 18	— — 4 8 25
RCL (USP 487)	420 460 500 550 600	70 34 10 2 9	50 60 96 57 117	2 6 8 7 117	6 16 20 70 187	13 23 67 —
RTZ (USP 544)	290 420 460 500 550	167 127 27 27 20	160 87 50 40	1 9 3 8	2 7 17 24	— — 24 56
VRF (USP \$1.16)	50 60 70 80 90 100 110 120 130 140	— 2 2 2 2 1/2 1 1/2 1 6 6 6 1/2	— — 61 24 22 16 11 14 10 9 1/2	1 1 1 1/2 2 1/2 2 1/2 2 1/2 2 1/2 2 1/2 2 1/2 2 1/2	— — 4 1/2 8 1/2 11 13 1/2 13 1/2 13 1/2 13 1/2 13 1/2	— — — — — — — — — —

	CALLS			PUTS		
Option	June	Sept.	Dec.	June	Sept.	Dec.
SHM (USP 408)	560 27	60 47	68 75	5 19	6 18	6 20
OKM (USP 154)	160 180	18 20	17 25	8 16	9 11	11 24

	CALLS			PUTS		
Option	June	Sept.	Dec.	June	Sept.	Dec.
SHM (USP 408)	560 27	60 47	68 75	5 19	6 18	6 20
OKM (USP 154)	160 180	18 20	17 25	8 16	9 11	11 24

Apr. 12 Total Contracts 5,039 Calls 4,199 Puts 840

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BUSINESS WEEK	24
ECONOMIST	22
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Canada Reserve Fund	16.21	76.26	0.49	0.32	
C. Fund	19.88	15.73	2.66	2.34	
Special Svc. Fund	16.21	76.26	0.49	0.32	

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SECTION III - INTERNATIONAL MARKETS
FINANCIAL TIMES

Wednesday April 13 1983

SECTION III CONTENTS

NEW YORK STOCK EXCHANGE 30-31
AMERICAN STOCK EXCHANGE 31-32
WORLD STOCK MARKETS 32
COMMODITIES 33
LONDON STOCK EXCHANGE 34-35
CURRENCIES 36

WALL STREET

The Volcker
view meets
expectations

FINANCIAL markets on Wall Street buzzed with excitement yesterday morning when Mr Paul Volcker, the Federal Reserve Board chairman, made an appearance before the Senate Banking Committee. His comments on the outlook for interest rates and money supply contained few surprises for the market, however, and both credit and equity sectors quietened down at mid-session writes Terry Byland in New York.

The Dow Jones Industrial average fell back slightly after an initial gain but recovered to 1145.32 up 3.48, at the close.

Credit markets had been obliged to hold their breath for half an hour before hearing that Mr Volcker had forecast a slowdown in M-1 and M-2 money supply in the coming months.

By mid-morning it was becoming clear that Mr Volcker's views on the outlook for interest rates had been correctly forecasted by the market place over the preceding week. Indeed, Mr Volcker came very close to confirming that he was the "unmanned official from the Fed" whose reported comments

played a major role in last week's easier trend in short-term rates.

The share market's initial burst of enthusiasm - which was further encouraged by news of higher first quarter profits at leading U.S. banks and manufacturing companies - took the Dow through its previous closing peak to touch 1146.38 before profit-taking set in.

Dealers reported increased interest in equities by the major retail investment buyers, but added that these investors would probably wait until the quarterly reporting season has brought in more evidence of the progress of the economic recovery before committing themselves in the marketplace.

A further boost came when Bankers Trust followed the trend by cutting its broker loan rate to 9 1/2 per cent.

Among the outstanding features of the corporate reporting list, General Electric pleased the market with a sharp rise in profits in the first quarter.

The banking reporting season was opened by Mellon National, the Pittsburgh bank, whose shares put on 5 1/4 to 54 1/4.

Motor shares were enlivened by the increase in a planned share offering by American Motors to 10m units. The shares were sold in the market at \$5.875, a shade below the \$6 price of the previous day's market, and the share price was adjusted yesterday to 55 1/4.

Credit markets were also unable to maintain their initial enthusiasm and yields in the bill market began to lengthen at mid-session. Dealers reported a lack of follow-through buying by the major retail investors and also pointed to

the Federal Funds rate, which opened at 8 1/4 per cent but then edged up to 8 3/4 per cent.

The discount on three-month Treasury bills moved from 8.18 per cent to 8.17 per cent; the six-month rate also lengthened to 8.27 per cent.

The longer end of the bond market responded vigorously to Mr Volcker's words but also turned back later. The benchmark long bond, at 90 1/4, had been as high as 90 1/2.

Strength in the oil and gas sector enabled Toronto to retain some buoyancy despite setbacks for metals. Banks were a Montreal weak spot. Meanwhile the Finance Department is to issue C\$1.15bn in domestic bonds, with maturities ranging from three to 20 years, priced up to 100.25 per cent and with yields extending to 11.88 per cent.

EUROPE

Aggressive
advance in
Amsterdam

ANOTHER aggressive buying campaign yesterday took the Amsterdam general index to a new high of 131, a gain of 1.9. In the vanguard of the advance was ABN in a very strong banking sector with a rise of Ff 18.5 to a year-high of Ff 387 following the bank's encouraging annual report. NMB also hit a 1983 high at a close of Ff 157.5, up Ff 8.

Internationals took encouragement from the surge with Unilever rising Ff 4.8 to Ff 223.8, Royal Dutch/Shell Ff 2 to Ff 117, and Philips Ff 1.4 to Ff 48.8. All three set year-highs in the morning but retreated later.

Investment funds also had a sniff of the beasty atmosphere, Rolinco adding Ff 4.1 to Ff 285.8 and Roreto 80 cents to Ff 188.8, while Elsevier jumped Ff 14 to Ff 317 - again three new highs for the year.

Paris advanced for the ninth consecutive session in expectation of lower U.S. interest rates. Foods and electricals led the advance with Carrefour up a further Ffr 55 to Ffr 1,530, CITE-Alcatel Ffr 35 higher at Ffr 1,040 and Legrand up Ffr 19 to Ffr 1,940.

Banks, construction groups and car manufacturers performed well with Cie Bancaire Ffr 6.5 ahead at Ffr 348, Dumex up Ffr 15 at Ffr 765 and Peugeot Ffr 5.3 higher at Ffr 191.8.

A repeat performance in Frankfurt brought early gains sharply back by mid-session for the second day and left the Commerzbank index down 9.8 at 910.7.

Profit-taking and concern over Bayer's dividend levels ruined a promising start, although the more philosophical pointed to a long-overdue reaction to the post-election rally.

Energy and resource extraction issues sparked in the gloom, with Preussag DM 4 higher at DM 245, and Metallgesellschaft and Degussa both adding DM 2 to DM 228 and DM 280 respectively.

Schering added DM 4 to DM 339 whereas BASF fell DM 2.50 to DM 147.80. The Bayer fears were reflected in a drop of DM 1.80 to DM 138.1 and Hoechst followed with a DM 1 loss to DM 144.8.

Domestic bonds ended mixed to little changed and the Bundesbank bought DM 0.5m worth of public paper against DM 8.1m the previous day.

Active trading in Zurich left most prices higher. Swiss Volksbank added Sfr 45 to Sfr 1,420, while Motor Columbus and Pargesa eased.

A day-long decline in Milan was partially reversed in the final hour. Fiat shed L60 to L2,930, Montedison L4 to L140 and Olivetti L55 to L2,888.

Pirelli SpA dropped L52 to L1,700 and La Centrale lost L120 to L2,445.

Brussels saw some strong gains in active but erratic trading. Petrofina advanced by Bfr 280 to Bfr 5,500 and Gevaert gained Bfr 85 to Bfr 2,200, but UCB fell Bfr 90 to Bfr 3,250. Fabrique Nationale rose Bfr 40 to Bfr 2,550 and Bekaert gained Bfr 50 to Bfr 2,850 as news of its investment plans reached the market.

Firmer prices on moderate turnover in Stockholm enabled Alfa-Laval to rise Skr 18 to Skr 400, and Boliden moved Skr 6 higher at Skr 346. AGA rose Skr 10 to Skr 337.

A continued Madrid advance showed Telefonica adding Pta 4 to Pta 72.50. Of the banks, Popular and Vizcaya each added Pta 3.

SOUTH AFRICA

Gains eroded

CLOSES below the day's highs were common among Johannesburg golds as profit-takers eroded the gains achieved on bullion's strength.

But substantial advances were recorded by heavyweights such as Randfontein, up R8 at R188. Mining financials showed Anglo-American R1 ahead at R23.25 and De Beers up 22 cents at R9.25.

Industrials finished quietly mixed.

FAR EAST

Speculators
become
spectators

HIGH PRICES and the high level of margin buying positions were sufficient to limit many Tokyo investors to a spectator role yesterday.

Turnover at 360m shares, although some 100m more than the previous session, was still small enough to prolong the wait-and-see stance of the market which is expected to continue throughout the week. The Nikkei-Dow index closed 6.58 down at 8,488.63.

Some attention was paid to international after the overnight Wall Street advance, but recent sharp gains such as railway companies, paper pulps and other low-priced large-asset issues fell on profit-taking.

Manufacturers of electrical components are presently in vogue, with Alps adding Y30 to Y2,080, and Nichicon Capacitor and Tamura Seisakusho receiving attention but showing little price movement.

Kyocera, formerly Kyoto Ceramic, rose Y110 to Y4,820, Toyota Motor gained Y30 to Y2,080, while Mitsubishi Corp fell Y1 to Y520.

Government bonds were mixed with strength at the long end.

Stocks moved higher again in Hong Kong in modest trading with the Hang Seng index up 10.54 at 1,052.40 at the close. The 1,100 level seems attainable if fresh bullish news permeates the market soon.

Most leading shares closed steady or marginally higher. Cheung Kong was unchanged at HK\$10.20 and Hongkong Land added 12 cents to HK\$4.47.

Sun Hung Kai Properties closed HK\$7.15 ex-dividend compared with HK\$7.30.

Hongkong and Kowloon Wharf's 15.3 per cent rise in 1982 net operating profits to HK\$382m was reflected in its HK\$3.90 share close, a gain of three cents.

LONDON

Euphoria
soured by
rates doubt

THE SCENT of cheaper borrowing was heavy again yesterday and London stock markets opened on a euphoric note, with Wall Street's confident response overnight to a slackening of U.S. money supply as an extra incentive. With sterling extending its strong advance, the scene appeared to be set for another session of rising equity and gilt-edged values. Both sectors went sharply ahead, but the pace proved to be too fast.

The authorities' continued reluctance to lower money market intervention rates posed further questions and confused markets which were expecting official signals to the retail banks about base rates. These doubts sapped confidence and left gilts particularly vulnerable, despite the Bank of England's later assistance in credit markets being taken as a hint of its approval of a cut in base rates.

As profit-taking developed, early gains of 1/4 among selected longer gilts were wiped out. Attempts to recover petered out and quotations eventually settled with net falls ranging to 1/4.

Equity market investors dismissed rumours that GKN was experiencing problems with underwriting a surprise £80m rights issue. The sharp reaction in the GKN share price, which fell to 156p before closing 16p off at 162p, was attributed to profit-taking after a marked recovery over the past few months.

Investment confidence began to improve again in the late afternoon and the FT Industrial Ordinary Share Index, 6.8 higher at the first count of the day, closed a net 3.8 up at a closing record of 887.7; the fall in GKN took nearly 2 1/2 points off the index.

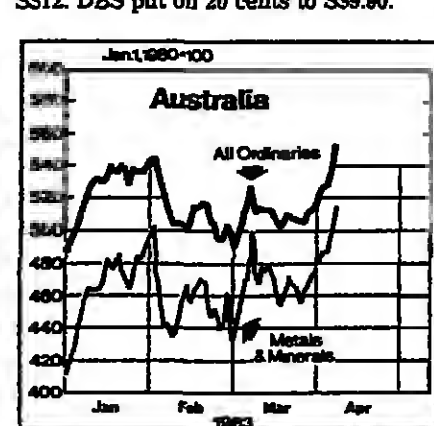
South African golds raced ahead to their best levels since late February and Australians continued their recent surge

Share information service, Pages 34-5

Profit-taking was also in evidence in Singapore where share prices closed mixed following a dynamic opening in selective trading.

The Straits Times industrial index, now poised to break through the 900 barrier, gained 2.71 to close at 892.96. Advances were slightly ahead of declines with 175 issues unchanged. Trading volume at 20.7m shares exceeded 20m for the first time in three weeks.

Banks performed well, with UOB ahead 20 cents at S\$4.70 in very active trading, while OCBC, which had risen strongly last week, managed 10 cents at S\$12. DBS put on 20 cents to S\$9.60.



AUSTRALIA

Summit cheer

THE DRIVE towards wage restraint and a revitalised economy being undertaken at the Canberra national summit prompted Sydney investors to buy heavily, taking the All Ordinaries index 18.4 upward to a 14-month high of 553.8.

Particularly in demand were metals and minerals, with the sectoral indicator showing a 17.7 gain to 515.6, and oil and gas issues, which added 22.7 to 344.4. Turnover worth A\$26.61m was nearly double recent levels.

A parcel of 5m shares in TNT crossed at A\$1.02, while the stock closed 12 cents up at A\$1.67.

BHP, which is pressing the Labor Government for steel import protection, advanced 28 cents to A\$7.08 for a two-day rise of 42 cents.

Gains outweighed declines in Melbourne by 215 to 25.

HET FINANCIELE DAGBLAD

invites you to

"MEET THE NETHERLANDS' GOVERNMENT"

AT AN INTERNATIONAL CONFERENCE ON JUNE 15TH IN AMSTERDAM

where you will have the opportunity to hear and question the major Ministers of The Netherlands' Cabinet on:

"THE DUTCH ECONOMIC POLICIES FOR THE 90's"

Prime Minister R. F. M. LUBBERS, Minister G. M. V. VAN AARDENNE (Economic Affairs), Minister H. O. C. R. RUDING (Finance) and Minister J. DE KONING (Social Affairs) will speak and answer your questions at this exceptional meeting.

In the afternoon, a panel discussion will be held by Mr. G. A. WAGNER, Chairman of Royal Dutch/Shell, Mr. C. VAN VEEN, Chairman of V.N.O. (Federation of Dutch Enterprises), Mr. W. KOK, Chairman of F.N.V. (Federation of the Dutch Trade Unions) and top executives of a major US and Japanese company, entitled:

"THE DUTCH ECONOMY IN AN INTERNATIONAL ENVIRONMENT"

In the evening, the Prime Minister will host a reception, where all the participants will be invited, at the famous Rijksmuseum in Amsterdam.

CONFERENCE REGISTRATION FORM

Please enroll the following participant for the conference to be held June 15, 1983, in Amsterdam

Return to: Het Financieel Dagblad P.O. Box 216, 1000 AE Amsterdam

The participation fee is US \$ 425 for each participant. This includes lunch, cocktails, refreshments and conference documentation.

☐ Please invoice ☐ Check enclosed

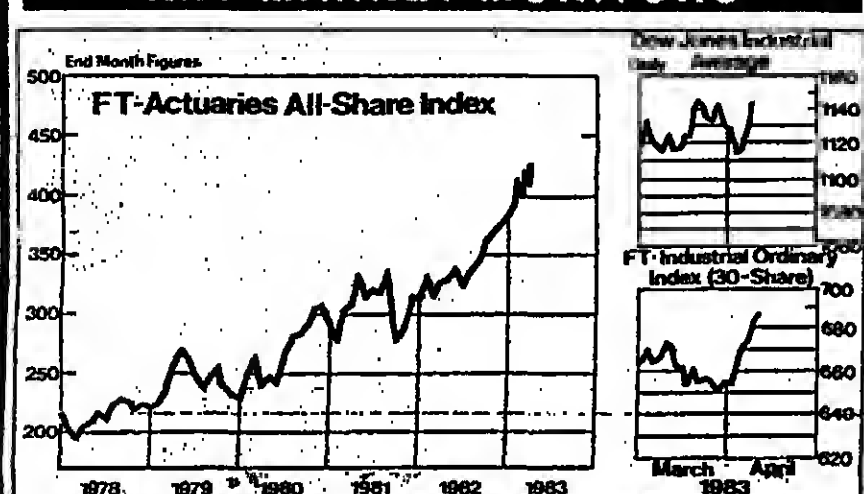
For further information please contact Het Financieel Dagblad in Amsterdam Telephone: 20-223333. Telex: 18328.

Conference location: The Amsterdam Hilton

For hotel reservation, apply to: NRC Nederland and refer to this conference. Telephone: 20-211211. Telex: 15754.

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KEY MARKET MONITORS



NEW YORK	Apr 12	Previous	Year ago
DJ Industrials	1145.32	1141.63	841.32
DJ Transport	507.78	508.31	347.47
DJ Utilities	125.46	125.00	110.93
S&P Composite	154.84	155.14	116.00

LONDON	Apr 12	Previous	Year ago
FT Ind Ord	687.7	683.9	551.8
FT-A All-shares	433.66	428.22	317.99
FT-A 500	472.13	468.55	341.77
FT Ind	430.88	431.64	310.80
FT Gold mines	635.9	618.0	258.8
FT Govt secs	82.49	82.75	66.70

TOKYO	Apr 12	Previous	Year ago
Nikkei-Dow	8468.83	8475.19	7280.82
Tokyo SE	611.55	611.03	533.30

AUSTRALIA	Apr 12	Previous	Year ago
All Ord	553.8	537.3	468.8
Metals & Mins	515.6	498.2	332.8

AUSTRIA	Apr 12	Previous	Year ago
Credit Aktien	53.57	53.03	52.20

BELGIUM	Apr 12	Previous	Year ago
Belgian SE	120.66	118.92	101.28

CANADA	Apr 12	Previous	Year ago
Toronto Composite	2181.5	2176.7	1623.50
Montreal Industrials	372.06	368.57	293.13
Combined	364.85	362.71	276.58

DENMARK	Apr 12	Previous	Year ago
Copenhagen SE	133.81	131.54	94.98

FRANCE	Apr 12	Previous	Year ago
CAC Gen	120.8	118.5	100.4
Ind. Tendance	127.4	125.7	113.7

WEST GERMANY	Apr 12	Previous	Year ago
FAZ-Aktien	302.52	305.59	237.51
Commerzbank	910.7	920.3	724.7

HONG KONG	Apr 12	Previous	Year ago
Hang Seng	1052.40	1041.36	1208.86

ITALY	Apr 12	Previous	Year ago
Banca Com.	201.27	205.38	191.15

NETHERLANDS	Apr 12	Previous	Year ago
ANP-CBS Gen	131.0	129.1	91.7
ANP-CBS Ind	109.2	108.0	72.9

NORWAY	Apr 12	Previous	Year ago
Oslo SE	165.80	161.26	101.88

SINGAPORE	Apr 12	Previous	Year ago
Straits Times	892.96	890.25	741.72

SOUTH AFRICA	Apr 12	Previous	Year ago
Golds	880.5	858.2	459.4
Industrials	851.9	845.4	592.5

SPAIN	Apr 12	Previous	Year ago
Madrid SE	115.83	116.00	125.34

SWEDEN	Apr 12	Previous	Year ago
J & P	1291.81	1284.42	582.01

SWITZERLAND	Apr 12	Previous	Year ago
Swiss Bank Ind	316.1	313.8	261.5

CURRENCIES	Apr 12	Previous	Year ago
U.S. Dollar	1.5415	1.5270	-
DM	2.4235	2.4195	3.7375
Yen	237.65	237.70	366.5
Sfr	7.2840	7.2550	11.950
SwFr	2.04	2.0450	3.1475
Guider	2.7305	2.7270	4.21
Lira	1442.5	1441.75	2223.5
Bfr	48.21	48.19	74.30
CS	1.2320	1.2325	1.8895

INTEREST RATES	Apr 12	Previous	Year ago
Three month offered rate	10%	10%	10%
SwFr	4%	4%	4%
DM	5%	5%	5%
FFr	14%	13%	13%

FT London Interbank Rate	Apr 12	Previous	Year ago
3-month U.S.	9 1/4	9 1/4	9 1/4
6-month U.S.	9 1/4	9 1/4	9 1/4
U.S. Fed Funds	8 1/4	8 1/4	8 1/4
U.S. 3-month CDs	8.00	8.00	8.00
U.S. 3-month T-bills	8.18	8.17	8.17

U.S. Treasury Bonds	Apr 12	Previous	Year ago
9% 1985	100 1/4	94.5	100 1/4
10% 1980	101 1/4	102.27	101 1/4
10% 1983	103 1/4	103.38	103 1/4
10% 2012	99 1/4	104.1	99 1/4

FINANCIAL FUTURES	Apr 12	Previous	Year ago
CHICAGO	Latest	High	Low
U.S. Treasury Bonds (CBT)	77-20	78-04	77-17
U.S. Treasury Bills (CBT)	81-81	91-99	91-79
U.S. 100 points of 100%	91.11	91.28	91.07

LONDON	Apr 12	Previous	Year ago
Three-month Eurodollar	90.86	90.94	90.86
100 points of 100%	90.86	90.94	90.86
20-year National Gilt	108-14	107-18	106-13

LONDON COMMODITY MARKETS	Apr 12	Previous	Year ago
Silver (spot fixing)	740.15p	729.05p	-
Copper (cash)	£1082.50	£1074.50	-
Coffee (May)	£1827.50	£1807.50	-
Oil (spot Arabian light)	\$28.75	\$28.80	-

U.S. Treasury Bills	Apr 12	Previous	Year ago
Average discount yield at auction	8.18	8.17	8.17
3-Month	8.18	8.17	8.17
6-Month	8.27	8.27	8.27

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month	Stock	Dr. Yld.	P/E	100s High	Low	Open	Close	12 Month	Stock	Dr. Yld.	P/E	100s High	Low	Open	Close
High	Low							High	Low						
30	51	44.17	11	11	11	11	11	30	51	44.17	11	11	11	11	11
31	52	44.17	11	11	11	11	11	31	52	44.17	11	11	11	11	11
32	53	44.17	11	11	11	11	11	32	53	44.17	11	11	11	11	11
33	54	44.17	11	11	11	11	11	33	54	44.17	11	11	11	11	11
34	55	44.17	11	11	11	11	11	34	55	44.17	11	11	11	11	11
35	56	44.17	11	11	11	11	11	35	56	44.17	11	11	11	11	11
36	57	44.17	11	11	11	11	11	36	57	44.17	11	11	11	11	11
37	58	44.17	11	11	11	11	11	37	58	44.17	11	11	11	11	11
38	59	44.17	11	11	11	11	11	38	59	44.17	11	11	11	11	11
39	60	44.17	11	11	11	11	11	39	60	44.17	11	11	11	11	11
40	61	44.17	11	11	11	11	11	40	61	44.17	11	11	11	11	11
41	62	44.17	11	11	11	11	11	41	62	44.17	11	11	11	11	11
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43	64	44.17	11	11	11	11	11	43	64	44.17	11	11	11	11	11
44	65	44.17	11	11	11	11	11	44	65	44.17	11	11	11	11	11
45	66	44.17	11	11	11	11	11	45	66	44.17	11	11	11	11	11
46	67	44.17	11	11	11	11	11	46	67	44.17	11	11	11	11	11
47	68	44.17	11	11	11	11	11	47	68	44.17	11	11	11	11	11
48	69	44.17	11	11	11	11	11	48	69	44.17	11	11	11	11	11
49	70	44.17	11	11	11	11	11	49	70	44.17	11	11	11	11	11
50	71	44.17	11	11	11	11	11	50	71	44.17	11	11	11	11	11
51	72	44.17	11	11	11	11	11	51	72	44.17	11	11	11	11	11
52	73	44.17	11	11	11	11	11	52	73	44.17	11	11	11	11	11
53	74	44.17	11	11	11	11	11	53	74	44.17	11	11	11	11	11
54	75	44.17	11	11	11	11	11	54	75	44.17	11	11	11	11	11
55	76	44.17	11	11	11	11	11	55	76	44.17	11	11	11	11	11
56	77	44.17	11	11	11	11	11	56	77	44.17	11	11	11	11	11
57	78	44.17	11	11	11	11	11	57	78	44.17	11	11	11	11	11
58	79	44.17	11	11	11	11	11	58	79	44.17	11	11	11	11	11
59	80	44.17	11	11	11	11	11	59	80	44.17	11	11	11	11	11
60	81	44.17	11	11	11	11	11	60	81	44.17	11	11	11	11	11
61	82	44.17	11	11	11	11	11	61	82	44.17	11	11	11	11	11
62	83	44.17	11	11	11	11	11	62	83	44.17	11	11	11	11	11
63	84	44.17	11	11	11	11	11	63	84	44.17	11	11	11	11	11
64	85	44.17	11	11	11	11	11	64	85	44.17	11	11	11	11	11
65	86	44.17	11	11	11	11	11	65	86	44.17	11	11	11	11	11
66	87	44.17	11	11	11	11	11	66	87	44.17	11	11	11	11	11
67	88	44.17	11	11	11	11	11	67	88	44.17	11	11	11	11	11
68	89	44.17	11	11	11	11	11	68	89	44.17	11	11	11	11	11
69	90	44.17	11	11	11	11	11	69	90	44.17	11	11	11	11	11
70	91	44.17	11	11	11	11	11	70	91	44.17	11	11	11	11	11
71	92	44.17	11	11	11	11	11	71	92	44.17	11	11	11	11	11
72	93	44.17	11	11	11	11	11	72	93	44.17	11	11	11	11	11
73	94	44.17	11	11	11	11	11	73	94	44.17	11	11	11	11	11
74	95	44.17	11	11	11	11	11	74	95	44.17	11	11	11	11	11
75	96	44.17	11	11	11	11	11	75	96	44.17	11	11	11	11	11
76	97	44.17	11	11	11	11	11	76	97	44.17	11	11	11	11	11
77	98	44.17	11	11	11	11	11	77	98	44.17	11	11	11	11	11
78	99	44.17	11	11	11	11	11	78	99	44.17	11	11	11	11	11
79	100	44.17	11	11	11	11	11	79	100	44.17	11	11	11	11	11
80	101	44.17	11	11	11	11	11	80	101	44.17	11	11	11	11	11
81	102	44.17	11	11	11	11	11	81	102	44.17	11	11	11	11	11
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A FINANCIAL TIMES SURVEY
AEROSPACE

The Financial Times is proposing to publish its annual survey entitled
Aerospace on May 23, 1983.

Among the topics to be discussed will be:

- | | |
|--|----------------------------------|
| The Aero Engine Industry | Growing Emphasis on Missiles |
| The Commercial Airlines Market | The World Air Transport Industry |
| The Helicopter Market | The Cargo Scene |
| The Equipment Manufacturer | Airport Developments |
| Financing the World Aerospace Industries | Business Aviation |
| The Military Aircraft Business | The Commercialisation of Space |

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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

The size, contents and publication dates of Surveys appearing in the Financial Times are subject to change at the discretion of the Editor.

Friday April 13 1945

Continued on Page 32

Low Stock. Div. 7th. E. 100% Hg
Continued From Page 20

Continued on Page 32

Sales figures unspecified. Yearly highs and lows reflect the previous 52 weeks plus the current week, but not the latest trading day. Where a split or stock dividend amounted to 25 per cent or more has been paid, the year's high-low range and volume are based on the new trading unit. Where a stock split is noted, rates of dividends are annual disbursements based on the latest declaration.

a-dividend also extra(s), b-annual rate of dividend plus stock dividend, c-liquidating dividend, cid-called, d-new yearly low, e-dividend declared or paid in preceding 12 months, g-dividend in Canadian funds, subject to 15% non-residence tax, h-dividend declared after split-up or stock dividend, i-dividend paid this year, omitted, deferred, or no action taken at latest dividend meeting, k-dividend declared or paid this year, an accumulation of dividends, l-dividend in arrears, m-dividend paid within 52 weeks, n-the low-low range with the start of trading, nd-next day delivery, P/E-once-earnings ratio, o-dividend declared or paid in preceding 12 months, plus stock dividend, p-dividend declared or paid in preceding 12 months, plus stock dividend, q-dividend paid in stock in preceding 18 months, estimated cash value on ex-dividend or ex-distribution date, u-new yearly high, v-trading halted w-in bankruptcy or receivership or being reorganized, x-dividend only, y-dividend or distribution suspended, such companies, wd-when dividend, wf-when issued, ww-with warrants, w-x-dividend or ex-rights, xds-x-distribution, ww-without warrants, y-x-dividend and sales in full, yid-yield, z-sell in full.

Frost hits Soviet grain crops hard

SOVIET GRAIN losses are heavy in some areas although the Soviet Union experienced one of the mildest winters on record, according to the U.S. Agriculture Department. Significant areas of winter grain will require re-sowing in the southern and eastern Ukraine and the North Caucasus due to "winterkill" the department said.

CITRUS EXPORTS by Israel this season will be way below the 44m cases expected by the Citrus Marketing Board. With more than three-quarters of the 1982-83 crop shipped under 5m cases have been exported, leaving only 7m cases at most, including some 4m cases of late-ripening Valencia oranges. The shortfall is due to storms, hail and heavy frost.

JAMAICA has been issued \$25m (10m) by Japan to produce coffee on 3,500 acres of undeveloped land in an attempt to triple current coffee earnings, the Government said in Kingston. Mr. Edward Spence, Minister of Agriculture, said Jamaica earned \$9m annually from coffee, and he estimated that earnings after four years could be boosted by another \$17.5m.

MALAYSIAN RUBBER output rose to 145,973 tonnes in January from 135,671 (revised) in December but was slightly lower than the 147,113 tonnes output in January 1982, official statistics show. January exports dropped to 94,867 tonnes from 105,504 a month earlier and 119,704 in January 1982.

COTTON PLANTING has been delayed in California because fields are wet and soil is cold, according to the April edition of the Santa Fe Crop Report. The problem is not considered serious yet, but fine weather is needed, the report said.

Soluble coffee prices set to rise 10% in June

BY ROWENA WHELAN

THE UK retail price of soluble (instant) coffee will increase by 10 per cent in June, putting about 10p on a 25g pack, according to the major manufacturers who are reacting to a combination of higher green bean prices and the fall in the value of sterling.

Maxwell House and So-Tenco, the Lyons Trolley coffee subsidiaries, said yesterday that the 10 per cent rise is the lowest possible in the face of adverse conditions. They warned that a further increase of up to 10 per cent is possible in September or October if the dollar-sterling exchange rate does not move back in sterling's favour.

The manufacturers' price increase will be effective from early June. Manufacturers claim they have been hit by the recent surge in the market which took prices to a three-year high last month.

On March 30, coffee stood at \$1,940.5 a tonne on the London robusta futures market, up from the year's low of \$1,558 on January 10. However, prices have fallen back recently and yesterday July futures were \$1,635 a tonne.

Mr Charles Druce, managing director of So-Tenco, said the rise in the cost of raw materials justified a retail price rise of up

to 20 per cent and the additional 10 per cent increase will be necessary if the market price does not come down.

However, he pointed out that coffee was still cheaper than six years ago when a failure in Brazil's crop led to massive increases in shop prices.

Maxwell House said UK sales of soluble coffee increased by 2 per cent in the year to February and were worth around \$300m. The business in ground coffee improved by "leaps and bounds" to a value of \$45m from \$30m the previous year.

Needles is also expected to put up prices in line with other manufacturers.

Sharp fall in London tin values

By Our Commodities Editor

TIN PRICES dropped sharply on the London Metal Exchange yesterday as heavy selling hit the market. Three months standard tin closed \$140 down at \$2,130.5 a tonne, after sinking to \$2,050 at one stage.

The decline in London came in spite of a rise in the Far East market, overnight, which took the Straits (in price up by \$50.26 to \$231.51 a kilo, close to the middle price range of the International Tin Agreement.

Traders said heavy selling in London had been prompted by a need to meet any buying support and prices collapsed. However, buying support came in from one source, and it is believed that the buffer stock of the International Tin Council was an active buyer in later dealings.

The recent recovery in sterling means that London values have to be re-adjusted to reflect the fact that the buffer stock will be chronically kept to ensure that London does not undermine the recovery in Straits tin.

Meanwhile, the International Tin Council buffer stock reported yesterday that it held 51,661 tonnes of tin at the end of December under the sixth International Tin Agreement, down from 52,726 tonnes at the end of last September.

The sixth Tin Pact came into force on July 1982, when 27,666 tonnes were transferred from the previous fifth Tin Agreement.

The further rise in sterling during the afternoon brought about a sharp fall in tin prices. After reaching a peak of \$1,122 on speculative buying interest, three months high-grade copper fell back to \$1,105 in late trading.

Chilly spring days

BY A SPECIAL CORRESPONDENT

THE AGRICULTURAL consequences of this year's abnormal spring weather are hard to assess. Rural folklore is full of connections between the spring-time behaviour of wildlife and the progress of vegetation, such as:

"When the cuckoo comes to the bare thorn, Sell your cow and buy your corn."

This saying suggests that a late spring will bring a poor hay harvest but a better grain crop later in the year.

As a general rule, these traditional sayings tend to rely on the fact that spells of extreme weather will in due course be counterbalanced by an opposite extreme. So while a cold spring will inevitably delay the growth of grass, subsequent improvements in the weather will probably result in a better cereal harvest.

An examination of available meteorological statistics does not provide any clear evidence that one type of spring will be followed by any given type of summer. Furthermore, the complex way in which crops respond to various combinations of weather means that it is even more difficult to predict the quality of the harvest.

The fact that cereals are capable of absorbing most normal meteorological fluctuations does, however, give the impression of predictability. For instance, in 1979, despite an awful cold winter and spring—and contrary to many gloomy forecasts—a moderate summer produced a successful cereal harvest.

The reason cereals fare well in Britain is that normally they do not fully exploit the growing season and so relatively cool wet springs and summers produce heavier harvests. Only in the very rare instances when the growing season is unrelentingly cold and wet will the grain not ripen properly, and yields will be poor. By contrast, hot dry summers, such as those of 1975 and 1978, produce early very light harvests.

Where a cold spring can have a lasting effect on yields is in the case of those crops that need more than their fair share of warmth. Obvious examples of these are those crops that are limited in Britain to the high yields of the early 1970s, which encouraged farmers to rapidly increase plantings of maize, have not been sustained. Recent cold springs and cool summers have produced disappointing harvests and may explain the 35 per cent reduction

around the globe. There is no simple rule of thumb as to how much frost is needed to kill crops. It will depend not only on the intensity of the frost but whether it is accompanied by wind, but also the type of crop and its stage of development.

Apples provide a good example of the variability of response. A temperature of minus 8 degrees centigrade will cause damage at the breaking bud stage but only minus 2 degrees centigrade is needed at the full flower stage. The most damaging combination is early warmth which brings the blossoms on fast, followed by a sharp frost. Conversely, the optimum conditions seem to be a cold winter followed by a sustained rise in temperature during the spring as happened last year.

Though the northern frosts can cause widespread damage as the cold spell at the end of April 1981 demonstrated when the Bramley crop was lost. But this experience was minor compared with the frosts of May 12 to 19, 1935, when over four-fifths of the British fruit crop was lost.

In 1938 and 1941 following in the disaster of 1935 led to fears among fruit growers that a permanent climatic change had occurred. This concern was misplaced and by the same score, to place too much emphasis on the frequent late cold spells of recent years may be a similar over-reaction.

What is certain is that the British Isles, as well as other parts of the northern hemisphere, can expect to suffer incursions of arctic air at some time in spring. This is not evidence of a climatic trend nor is it a good guide as to what type of summer is in store.

It is equally clear that traditional crops are well designed to ride out most of the extremes the British climate can throw at it. But when we choose to push our luck with crops near their climatic limit or when we have the misfortune to be hit by a killing frost, spring may prove a write-off.

Challenge by Chicago traders

BY NANCY DUNNE IN WASHINGTON

THE Chicago Board of Trade is wielding its superior size to dislodge the carefully built energy hegemony of the New York Mercantile Exchange.

In its first head-on challenge to Nymex, the Chicago Board of Trade's crude oil contract—launched the same day as the New York Mercantile contract—has taken commanding lead in daily volume. Last week the first full week of trading, CBT floor traders enthusiastically supported the contract, boosting daily volume to 2,000-3,000 contracts.

Nymex daily volume has averaged about 1,000 contracts. However, Nymex officials insist that they have the support of the industry. In fact, open interest, which indicates trading activity in the forward standard kind (PIK) programme on agricultural prices and the general effect of the fall in Opec oil prices.

Both contracts are off to fair starts with wide industry support. Crude oil surpluses have

created an increased need for a price-setting mechanism, and companies drilling for new oil are anxious to hedge.

Nymex officials are hoping for increased co-operation with the International Petroleum Exchange in London, which is expected to introduce two crude oil contracts in the autumn. The exchanges already have a

direct telephone link. In frequent use for arbitrage between the Nymex heating oil and IPE gas oil contracts.

Discussions are currently taking place with the International Commodities Clearing House (ICCH) to see whether the cost of arbitrage between the two markets can be reduced.

Record U.S. futures trade

BY OUR COMMODITIES STAFF

MARCH TRADING on the Chicago Board of Trade totalled 5,008,757 contracts, 18.5 per cent higher than in the same month last year.

The rise has been attributed to the impact of the payment-kind (PIK) programme on agricultural prices and the general effect of the fall in Opec oil prices.

A new record was set for open interest in options on Treasury

Bond futures on March 28 when the total reached 28,829 contracts.

Total volume for the year so far reached 13,818,781 contracts, up 20.2 per cent from the 1982 figure.

Bonds continued to be the exchange's most heavily-traded contract, with March volume totalling 1,600,367 contracts taking the first quarter aggregate to 4,382,063 contracts.

PRICE CHANGES

In tonnes unless stated otherwise	Apr. 12 1984	Apr. 11 1983	Month ago
Metals			
Aluminium	2800	2800	2800
Free trade	1567/1276		1522/1555
5 mths			
cush h grades	1208/5	+0	1210/4
cush l grades	1208/5	+0	1210/4
5 mths	1208/5	+5	1203/10
3 months	1208/5	+0	1207/7
6 months	1208/5	+5	1203/5
Lead	1200/5		1207/5
Free trade	1200/5		1207/5
5 mths	1200/5		1207/5
Nickel	1200/5		1207/5
Free trade	1200/5		1207/5
5 mths	1200/5		1207/5
Platinum	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Copper	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Crude oil	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Gas oil	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Heating oil	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Wheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Barley	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Oats	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Rye	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Sorghum	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Millet	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Buckwheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Flax	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Linseed	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Soybeans	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Peas	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Lentils	1100/5		1107/5
Free trade	1100/5		1107/5
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Beans	1100/5		1107/5
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Wheat	1100/5		1107/5
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Oats	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Rye	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Sorghum	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Millet	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Buckwheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Flax	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Linseed	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Soybeans	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Peas	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Lentils	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Beans	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Wheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Barley	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Oats	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Rye	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Sorghum	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Millet	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Buckwheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Flax	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Linseed	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Soybeans	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Peas	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Lentils	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Beans	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Wheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Barley	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Oats	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Rye	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Sorghum	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Millet	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Buckwheat	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Flax	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Linseed	1100/5		1107/5
Free trade	1100/5		1107/5
5 mths	1100/5		1107/5
Soybeans	1100/5		1107/5

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Further demand for sterling

Sterling continued to improve yesterday, finishing the day on a strong note despite renewed demand for the dollar. The latter reacted to a late upturn in Euro-dollar rates although comments by Federal Reserve chairman Paul Volcker suggested that U.S. interest rates were too high to sustain an economic recovery.

STERLING — Trading range against the dollar in 1983 is 2.4550 to 2.5350. March average 2.4902. Trade-weighted index 82.0 against 82.0 at noon and 82.1 at the opening and compared with 81.6 on Monday and 82.0 six months ago. Sterling has shown signs of recovery following the acceptance of price proposals by BNO's major customers.

Sterling opened at 81.5315 against the dollar and touched 81.5340 in the first half of the day. Late demand for the dollar pushed it firm against most currencies apart from sterling which kept pace with the dollar's firm trend to touch a high of 81.5420. It closed at 81.5410, a rise of 1.45c. Against the D-mark it rose to DM 3.7375 from DM 3.6975 and SwFr 3.1475 from SwFr 3.1250. It was also higher against the yen at ¥369.5 from ¥363.25 and FF 11.1950 from FF 11.0750.

DOLLAR — Trade weighted

index (Bank of England) 122.1 against 122.7 six months ago. The dollar has been firm during a period of uncertainty about oil prices and the recent upheavals in the EMS. U.S. interest rates have not fallen as once expected, although better money supply figures have once again renewed hopes of a further decline.

The dollar closed at DM 2.4235 against the D-mark up from DM 2.4195 and SwFr 2.0400 from SwFr 2.0350. It was weaker against the Swiss franc as the latter improved on former domestic interest rates. The dollar slipped to SwFr 2.04 from SwFr 2.0450 and was also lower against the yen at ¥369.5 from ¥363.25 and FF 11.1950 from FF 11.0750.

D-MARK — Trading range

against the dollar in 1983 is 2.4550 to 2.5350. March average 2.4902. Trade-weighted index 130.7 against 126.8 six months ago. German economic strength and low inflation compared with many of its neighbours have once again caused strains within the EMS. The latest realignment gives the D-mark room for appreciation as it is currently placed close to the bottom of the system.

The D-mark was little changed against the EMS partners at the Frankfurt fixing, but lost ground to the dollar, sterling, the Swiss franc and Japanese yen. The dollar rose to DM 2.4237 from DM 2.4203 without any intervention by the Bundesbank, in quiet, trendless trading. Sterling

improved to DM 3.7380 from DM 3.6940, on better sentiment about oil prices, while the Swiss franc climbed to DM 1.8533 from DM 1.8510. The French franc and D-mark were fixed against each other at their upper intervention limits of DM 33.35 per 100 francs, and DM 28.185 per 100 francs respectively, after central bank support for the D-mark.

FRENCH FRANC — Trading range against the dollar in 1983 is 2.4550 to 2.5350. March average 2.4902. Trade-weighted index 70.9 against 72.5 six months ago. The French franc is now placed near the top of the EMS after the realignment, allowing the authorities to lower interest rates a little. Although unpopular domestically, the latest package of austerity measures will help reduce France's sizeable current account and budget deficits.

The dollar rose to FF 11.1950 from FF 11.0750 at the Paris fixing, sterling 4.47 from 4.4650, the Swiss franc to FF 11.0550, and the D-mark to FF 3.5500 from FF 3.5412. Within the EMS the D-mark was fixed unchanged at FF 3.5500, slightly above its minimum permitted level of DM 2.9985, while the Dutch guilder fell to FF 2.6620 from FF 2.6630.

GILTS active

Trading in gilts was quite active on the London International Financial Futures Exchange yesterday. June traded over 2,000 lots, but finished near the lowest level of the day at 106.14, compared with 106.30 on Monday. The June contract opened at 107.15, encouraged by very bullish sentiment in the money market and the previous day's sharp rise in cash prices. It advanced to a peak of 107.12, but then declined when the Bank of England failed to cut its money market intervention rates. Although the authorities accommodated the discount houses with a fairly attractive bill repurchase agreement in the afternoon, fears grew on Life that the hoped-for cut in clearing bank base rates may be delayed beyond the end of this week, and this pushed the price for June delivery down to a low

of 106.12. Activity in the three-month sterling contract was encouraging, with the June price also finishing below the opening level, but around the middle of the day's range, and firmer than Monday's finish. July opened at 90.43, and touched a high point of 90.48, before closing at 90.45, compared with 90.49 on Monday. Trading lacked direction as interest rates held steady on the London money market.

Two June Eurodollar contracts closed 5 basis points firmer at 90.55, but at its lowest level of the day, after opening at 90.33, and touching a best level of 90.94. Chicago's overnight close gave the contract an early boost, although trading was subdued ahead of the testimony by Mr Paul Volcker, chairman of the Federal Reserve Board, to the U.S. Senate Banking Committee.

LONDON

THREE-MONTH EURO-DOLLAR 3m
 Close 90.45 90.49 90.51 90.53
 High 90.58 90.58 90.58 90.58
 Low 90.42 90.42 90.42 90.42
 March 90.42 90.42 90.42 90.42
 April 90.42 90.42 90.42 90.42
 May 90.42 90.42 90.42 90.42
 June 90.42 90.42 90.42 90.42
 July 90.42 90.42 90.42 90.42
 August 90.42 90.42 90.42 90.42
 September 90.42 90.42 90.42 90.42
 October 90.42 90.42 90.42 90.42
 November 90.42 90.42 90.42 90.42
 December 90.42 90.42 90.42 90.42

CHICAGO

U.S. TREASURY BONDS (CBT) 30
 Close 77.11 77.04 77.19 77.28
 High 77.11 77.04 77.19 77.28
 Low 77.11 77.04 77.19 77.28
 March 77.11 77.04 77.19 77.28
 April 77.11 77.04 77.19 77.28
 May 77.11 77.04 77.19 77.28
 June 77.11 77.04 77.19 77.28
 July 77.11 77.04 77.19 77.28
 August 77.11 77.04 77.19 77.28
 September 77.11 77.04 77.19 77.28
 October 77.11 77.04 77.19 77.28
 November 77.11 77.04 77.19 77.28
 December 77.11 77.04 77.19 77.28

OTHER CURRENCIES

Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 6	Apr. 5	Apr. 4	Apr. 3	Apr. 2	Apr. 1	Apr. 31	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Apr. 24	Apr. 23	Apr. 22	Apr. 21	Apr. 20	Apr. 19	Apr. 18	Apr. 17	Apr. 16	Apr. 15	Apr. 14	Apr. 13	Apr. 12	Apr. 11	Apr. 10	Apr. 9	Apr. 8	Apr. 7	Apr. 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Business and the Community

New wave of helpers

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BUSINESS AND THE COMMUNITY II

Profile: Christopher Norman-Butler

Zeal of sceptic who became converted

"WHEN I arrived at BIC last year I was far from convinced that what they were trying to achieve was worthwhile. Since then, I suppose, I have seen the light like Saul on the road to Damascus."

Christopher Norman-Butler, a 49-year-old local director of Barclays Bank's Pall Mall district currently on secondment to Business in the Community, certainly talks these days with the zeal of the converted. For over the last few months he has helped set up a string of new enterprise agencies in Wales and the West Midlands and, as he puts it, "seen the tremendous amount of good they are doing in encouraging new businesses."

At the same time, however, he freely admits that some agencies are far from perfect and that much still needs to be done to realise their full potential.

Enterprise agencies have mushroomed spectacularly in the UK over the last couple of years — mainly as a result of the growing political interest in small companies and the widespread belief that more of these businesses will survive if given the right encouragement and support. Largely through experienced staff seconded from large organisations — notably bank managers — enterprise agencies offer a number of services, including advice on starting up, marketing, premises, employee legislation and how to raise finance.

They seldom provide risk capital or loans themselves but ideally through their local contacts guide "clients" to someone who does.

Business in the Community, among its other "social responsibility" activities, has now helped set up 102 enterprise agencies and according to Mr Norman-Butler a further 39 are likely to be launched within the next three months. Among those on his "patch" Cardiff, Newport, has been promised £150,000 per annum over two years by an impressive list of sponsors, is likely to be

opened in June and Pembroke-shire—a more modest undertaking with a £38,000 annual kitty—is due to throw open its doors in the middle of May.

In common with colleagues at BIC Mr Norman-Butler's role combines reacting to locally inspired projects and directly promoting the enterprise agency message in areas which have not yet heard the gospel. "We like to think of ourselves as midwives but I'm not sure that we do sometimes begot the children as well and act as a bit of a nanny afterwards," he says. He stresses, though, that agencies are normally set up as independent "companies" have a life of their own, and thus only look to BIC for advice and encouragement.

Danger

Looking ahead, Mr Norman-Butler says BIC "is trying to encourage agencies to play a bigger role in the Youth Training Scheme." What they are doing through training and workshops is fine but I think they could well act as managing agents for this scheme, in Portsmouth, for example, this is already happening."

There is, he concedes, a danger of running before they can walk. "I think agencies should have been going for a year or so before they branch out in this way. But they would be a very useful liaison between small employers and the Manpower Services Commission."

Another subject close to his heart is education. "It is vital for the future of the country that there is closer co-operation between industry and the schools. Enterprise agency boards usually have the best local people from the professions, the business community and the local authority. They should therefore be sending in speakers and influencing the syllabus."

If some agencies are ready to spread their wings and embrace new activities, Mr Norman-Butler also believes



Christopher Norman-Butler: from Barclays Pall Mall district

to BIC secondment. Agencies have persuaded local authorities to spend public money wisely—encouraging them for example to build smaller property units rather than adding to their vast untended stock of blighted ones. Even if enterprise agencies are producing results, why should big companies bother to sponsor them? "Enlightened self interest," says Mr Norman-Butler's unhesitating reply.

Responsibilities

The success of any business ultimately depends on the property of the community in which it operates. Companies also have responsibilities to their employees and to their employees' wives, husbands and families generally.

"I also think that if we want to retain a mixed economy it is essential that the private sector is seen to be doing something on its own during a recession," he says. "It would be disastrous if the myth that business didn't care which grew up in the 1930s was allowed to be revived."

Other reasons, he says, for supporting agencies include value for money—"it's a cost effective way of spending local authority cash"—the effect on the company image, the good relationships inspired in the local community and the beneficial impact on management development.

Mr Norman-Butler's own circle of political and business contacts has certainly mushroomed in the last few months and as someone whose background would give him his fair share of private sector prejudices he admits to "having raised my opinion tremendously of local authority officials."

"There are some council chief executives who I would put on any board in the City," says Tim Dickson.

Profile: Sir Alastair Pilkington

An innovator with flair

FOR THE JOB of first chairman of Business in the Community, Sir Alastair Pilkington, the former chairman of Pilkington Brothers, the St Helens glassmaker, was the obvious choice.

St Helens was where one of the first two pioneering enterprise agencies got under way in Britain in 1979 in premises provided by Pilkington Brothers, and with considerable help from the company, which persuaded a cross-section of other organisations in the town to join it in trying to stimulate new business enterprise.

Sir Alastair himself is also something of an example to the aspiring entrepreneur, with one of the major industrial innovations in post-war Britain to his credit.

A distant relative of the founding fathers of the Pilkington business, he studied engineering at Cambridge, specialised within the company on the technical side, and conceived the idea for making flat glass by a much more efficient route—the float glass process. Subsequently licensed to glassmakers around the world, the process was the basis for the company's expansion in the 1960s.

A tradition of maintaining strong links with the local community had always existed at Pilkington and Sir Alastair's own interest was further stimulated in the mid to late 1970s by visits to fellow glassmakers in Pittsburgh, home of a similar, but much more wide-ranging, American project.

"We have been forced as established companies into creating unemployment simply in order to survive," he points out. In Pilkington's case a labour force of 16,000 in St Helens has been virtually halved as a result of improvements in productivity which have made it possible to make much more glass with far fewer people.



Sir Alastair Pilkington: first chairman of BIC

needed the other. In 1980, Sir Alastair was asked to chair a working group of senior business people set up following a meeting called by Mr Tom King, then Minister for Local Government. This was attended by top level managers in British and American businesses who had been involved in business in the community schemes.

The working group concluded that the handful of schemes then in operation could best be expanded and developed through the creation of a small executive committee in the Community executive unit, staffed like many of the enterprise agencies themselves by secondaries from industry, was set up as a result. Some 30 major companies have been persuaded by Sir Alastair and his colleagues

to back BIC, a figure he hopes can be pushed up to 500 before too long. The total of companies backing individual schemes is, however, much greater—probably in excess of 1,000.

Sir Alastair's hope is that BIC can educate companies generally—and in particular top management—that partnership with the community should be normal business practice, and that readiness of size should of itself be no bar to participation. BIC has recently appointed a new chief executive, Stephen O'Brien, one of whose tasks will be to encourage more small businesses to become involved.

The primary aim of the schemes now in operation will be job creation but there are other areas into which enterprise trusts and agencies could expand and already have done, such as youth training. With 200 enterprise trusts in operation in a few years' time—roughly double the present number—the country would be broadly covered, and one of BIC's rules then, Sir Alastair observes, would be to work with the weaker agencies, to bring up the quality of support they offer and to broaden the range of sponsors they can draw upon. With a large number of secondaries now being drafted by companies to help enterprise agencies the need has already been felt to provide a training course for agency executives and this is being done by Durham Business School.

Rhys David

What's what in the national field

BECAUSE they have developed so rapidly, the organisation involved in the new community activism among businesses have complex and overlapping roots both in terms of people and objectives.

The oldest national organisation is Action Resources Centre, which was created in 1973 by a group of companies interested in channelling business skills, mainly in the form of seconded managers, to community projects. Since 1976 Action Resources has been in the unemployment field. It is run by Cecilia Allen, who before going to ARC spent seven years in the marketing side of the wine trade and three years at Conservative Party Central Office.

Key role

ARC's chairman is Mr Stan Brookbank, also chairman of UK Provident and its president is Lord Carr, chairman of Prudential Assurance. Lord Carr, former Employment Secretary in the Heath Government, also played a key role in the formation of

the CBI Special Programmes in 1981. He is also chairman of the unit's supervisory board. The CBI unit was created primarily to help win bigger companies' support for the Manpower Services Commission's youth employment scheme, initially YOP (the Youth Opportunities Programme) and recently the more ambitious Youth Training Scheme.

It has also done some work in the community partnership field, creating a series of community action plans. Its chief executive is Mr James Cooke, who still retains links with his old company, FA Management Consultants. Norman Mills, the unit's general manager, is a seconded from BAT Industries.

Business in the Community began life in April 1981, after the Anglo-American conference on community action at Sunningdale, which had been chaired by Mr Tom King, who is now Environment Secretary. BIC has become best known for its work in fostering local

enterprise agencies and was until recently run entirely by a team of secondaries from the private sector and Whitehall. That has now changed with the appointment of Mr Stephen O'Brien, formerly chairman of Charles Pulten, the money brokers, as full-time chief executive.

City help

Mr O'Brien also remains chairman of Project Fulfillment, which began in 1980 as a scheme to use private sector resources to train disadvantaged, mainly black young people in office skills. Project Fulfillment is one of the few business community organisations to have effectively tapped the resources of the City of London, as opposed to industry and commerce. BIC's chairman is Sir Alastair Pilkington.

Several companies are involved in all these organisations, indicating that the base from which these various initiatives have come is fairly narrow. At the local level, however, many more companies have been actively



Stephen O'Brien, Chief Executive of BIC

involved, as have hundreds of trade unionists and officials and members of local authorities.

BIC's activities now involve, in addition to representatives of private sector companies, the nationalised industries, local authorities, and the TUC, the Association of British Chambers of Commerce, training boards and the National Council of Voluntary Organisations.

Ian Hargreaves

New wave of helpers

CONTINUED FROM PREVIOUS PAGE

what some have started to call "the movement," it would be weakened.

Politics is another issue, to which most of the business participants in this debate would prefer to turn a blind eye, as an option not in practice available. How, for example, should the local enterprise agencies respond when a Labour-controlled authority, like the West Midlands County Council, or the Greater London Council sets up an enterprise board to channel investment in part from local pension funds, to business.

Can businessmen sit in to a set up like the one in Sheffield, where a vigorous but left-wing council has set up its own employment programme?

Mr Ian McCallum, chairman of the Association of District Councils, says enterprise agencies have been given almost everywhere a warm response and he sees local authorities and business acting in partnership with other agencies, such as voluntary organisations, to draw up "a corporate plan" for their area, which might, for example, include assessment of such things as office space planning.

A "partnership" group in Bristol has just launched an effort to copy the Allegheny Conference which was behind the transformation of Pittsburgh.

BIC itself has also made recent efforts to broaden its own political base by taking a TUC man on to its governing council and Mr Nicholas Hinton, director of the National Council of Voluntary Organisations (NCVO), argues that it has been transformed from "a cosy club for big business" to "the forum where the future of business involvement in the community can be worked out."

There is also some Whitehall politics at stake too, in the uneasy relationship between the Department of Industry, with its traditional role as guardian of industrial development, and Environment, whose urban aid budget is now almost

as large as Industry's much reduced regional development budget.

Perhaps more important in Whitehall is the future of the Manpower Services Commission, a tripartite hybrid under the wing of a government which dislikes tripartism. Mrs Sara Morrison, a director of GEC, former chairman of NCVO and a participant in the Sunningdale Conference, argues that the managing agencies being created to run the youth training scheme are themselves a vehicle around which employers, unions and politicians should unite at the local level.

Overlap

She worries about the overlap between the new organisations and says a single body should be established to set work ideas and good practice for employment generation and community involvement. "We have got to get a coherent pattern," she says. "Managers cannot respond if there is a muddle."

There is also a political angle in the frequently made comparisons with the U.S., where American executives have spent a lot of time in the last year debating whether or not President Reagan's deep cuts in social and training programmes has left them and the voluntary sector whether it is in training or in social welfare, a fear that a radical Conservative Government will follow the same path, rolling back the welfare state without making adequate alternative provision. "They can turn back the clock on this at the drop of a ministerial speech. It's that sensitive," says Mr Hinton.

There are many other reasons too for believing that the American model is being over-sold. Corporate taxation in the U.S. is much lighter and therefore encourages giving. Equally, many parts of the U.S. do not have anything which would be recognisable in Britain as a welfare state. It may be, also, that many

people are naively over-excited about the potential of small business. "In places like the Rhondda Valley they need major investment. The idea of solving their problems with small business is a joke," says Mr James Cooke, chief executive of the CBI Special Programmes Unit. Mr Cooke says he detects "a deafening silence" from government in terms of overall industrial strategy.

Another idea which attracts some support is that of trying to push Britain more towards a French or German model, which would involve companies, even small ones, being obliged to take part in their local chambers of commerce, which as a result it is argued would become important, creative forces, rather than the tired and ineffective creatures most of them are now.

It may be a mistake, however, to press concerns like these too hard at this point in the movement's development. The important thing is that businessmen have started to emerge from their bunkers and are discovering that they are not automatically the object of suspicion in the wider community.

Rather they are seen, because of the employment crisis, as essential to the recovery, even if most of them know and will state publicly that they see little scope for creating new jobs within their own organisations.

Some, like Rank Xerox, have responded by sponsoring an ambitious programme of research, under the heading Work and Society. It is essential to realise, says Mr Hamish Orr-Ewing, Rank Xerox's chairman, that the mass unemployment patterns of the last 100 years are gone for ever. "But there is no reason to regret this," he adds, "but every reason for business to analyse alternative work patterns and to throw its weight behind programmes to help the more than 1m long-term unemployed caught in the cross-

current of change. "The worry is this gap, the hiatus," he says.

Meanwhile, Sir Alastair Pilkington wonders aloud why it is that the most successful companies financially also tend to be those with the most advanced social attitudes. "Which comes first, which leads to the other?" he asks.

Ring fence

The answer, perhaps, is that companies which truly develop the art of internal and external communication cannot fail to face the consequences of the social change and needs they see in and around their businesses.

What is on offer to businessmen once they have stepped outside the corporate ring fence is, as was suggested in a recent report on community business published by the Calouste Gulbenkian Foundation, a chance to help break down further the artificiality of trying to deal separately with people's economic and social welfare.

Out of the twin crises of unemployment and urban decay, new opportunities for re-shaping economic and social patterns are emerging and in almost every practical example, the most fruitful area for progress is found to be on a relatively small scale, with an emphasis upon broadly spread but local power.

Business is, in a sense, re-discovering localism. The base from which it is operating in these experiments is, certainly, too narrow and can be criticised as being unrepresentative. Equally, the understanding of the businessmen involved about where the new mood of social activism is leading is still far from being fully worked out. But at least business has declared itself willing to join in the action, rather than watching from the sidelines and complaining about the rates.

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John O'Brien, Chairman of BIC

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It seems rather naive to ask private and nationalised industry for help when they won't receive a penny for it.

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 - Mobil Oil, Southend:
Repairing the sea wall.
 - Otter Controls, Buxton:
Enlarging the exhibition centre on Roman remains,
improving local beauty spots.
 - Vale Royal, Northwich:
Setting up an advice centre.
 - True Brothers, Leicester:
Providing accommodation for homeless people.
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Work for people who haven't worked for some time. **MSC**

BUSINESS AND THE COMMUNITY IV

David Clutterbuck on the expanding role of enterprise agencies

A guiding hand for small and medium-sized companies

JUST OVER four years ago there was not an enterprise agency in sight in the UK. Now there are more than 100, with new organisations rapidly sprouting all over the country.

Business in the Community, a venture formed with government encouragement by a handful of large companies with long experience in community initiatives, to persuade, cajole or bludgeon other employers to follow their example, expects the count of enterprise agencies to reach 200 by mid-1984.

In Scotland, where a younger sister organisation has now been in operation about nine months, a dozen enterprise agencies are either active or being formed.

The growth of these agencies, whose primary purpose is to help create employment by encouraging new small business start-ups and by helping existing small businesses to expand, is a direct reflection of interest in using small and medium-sized companies to solve the unemployment problem.

Independent

Public organisations such as the Scottish Development Agency were designed to deal with large companies, not one-man businesses. Those government-run schemes that do look primarily to this market, such as the Department of Industry's extensively advertised small firms information service, have also had difficulty attracting would-be entrepreneurs. Donald Weeks of Aid to Bristol Enterprises says: "The majority of people who want to start up businesses want to keep as far away from the Government as possible. They would rather speak to someone independent."

"The combination of private enterprise, with its closer understanding of commercial realities, and local government, often with some state funding, can be a powerful mix."

The services and standards of

aid, however, offered to small businesses can vary greatly. Although some have a number of expert staff and stable budgets, most enterprise agencies are make-shift affairs administered by a seconded from a large local employer and some secretarial assistance; but they can call upon a wide variety of resources in both the private and the public sector.

The difference in scale of financial resources available to different enterprise agencies is illustrated by comparing the local business directories produced by Rosendale Enterprise Trust (cost: £300, after assisting whether it could be afforded) and by an agency in one of the London boroughs (cost: £10,000, donated by an oil company).

The two first agencies, the London Enterprise Agency (LEA) and the St Helens Trust, established the basic pattern of providing counselling, training and help in finding premises. At first, the entrepreneur had to make his own way to the agency's door.

Once there, he was able to discuss his business idea in confidence and receive relatively unbiased advice on its viability, any development or market research it needed, how to prepare a business plan, and how to obtain basic finance and premises.

Training in the elements of running a small business was an obvious next step, and most agencies now either offer their own courses or help local colleges set up courses instead.

Depending on their resources and local needs, the different agencies around the country have expanded into a variety of additional areas. The St Helens Trust quickly got into providing seeded industrial estates for small industrial companies, and other enterprise agencies have been started around the existence of an old building suitable for turning into workshops.

Lenta now sees an important part of its role as being a broker between local authorities with convertible premises and private investors with capital.

Typical of the enterprise agency workshop projects is the abandoned 270,000 sq ft textile mill, which Rosendale Enterprise Trust converted into 80 small business premises a year ago. These have all been let, and work has started on two more mills. Based on the experience of British Steel's venture, Clyde Workshops, the building provides common services such as secretarial aid, book-keeping and on-site counselling.

While most enterprise agencies prefer to refer clients to existing sources of capital, St Helens, with the financial backing of Pilkingtons, set up Rainford Venture Capital with £2m as a separate but affiliated organisation to provide cash for ventures that needed substantial investment.

Earmarked

Some agencies have obtained loan capital from government bodies such as the Scottish Development Agency, ASSET, the Ardrossan, Saltcoats, Sevenston Enterprise Trust has £75,000 from the SDA and two local councils, available to clients as loans of up to £3,000. A fifth of this money has been earmarked especially for young entrepreneurs under 25, with another £15,000 thrown in by the Clydesdale Bank.

An important source of entrepreneurial cash in some of the most depressed areas, and soon to be available nationally is the Government's enterprise allowance scheme, which pays unemployed people who start their own business £40 a week, to ease the start-up process.

Other agencies have provided cash help through competitions, the largest of which is the Leicestershire Business Awards Scheme. In 1982, its first year, this scheme offered the six winners a package consisting of £29,000, low-rent premises, loans up to £50,000 guaranteed by Pedigree Petfoods, and the normal advice and consultancy available to any small firm from an enterprise agency.

The entrants had to have a business idea which would generate additional jobs in

under two years, and had to agree to locate their business in Melton Mowbray. Of the 1,300 inquiries, 208 resulted in submissions of business plans.

The winners were equally divided between new start-ups and people who had started in business, but had no opportunity to grow. At least one of the existing businesses would have gone under without rapid help. Now Pedigree keeps a close eye on these ventures, through quarterly meetings where its own experts in personnel, marketing, accounting and other relevant disciplines examine the small businesses' performance thoroughly and make suggestions for improvement.

Now in its second year, the competition offers premises anywhere in the county, and 10 prizes totalling £150,000. Part of its value is said to be the stimulus it gives to other people to launch into business. This value is partially offset by the lack of follow-up of people who are not likely to move to the county. There is no mechanism to pass these people on to enterprise agencies in their own areas.

Several organisations have recently launched competition schemes for young entrepreneurs. Local councils and businesses in Tyne and Wear, for example, have clubbed together to offer £5,000 in prizes for business ideas from under-25s in a scheme run jointly by independent agency Project North-East and Tyne Tees Television.

The television company has used the scheme as the basis of a series of programmes called *Commercial Break*.

In addition to the relatively insignificant cash prizes, competition winners stood to obtain a free workshop and a free place on a full-time "Start your own business" course at Newcastle Polytechnic. The success of the scheme, which brought 800 enquiries and 140 business plans (not far off the results of Leicestershire's national scheme), has encouraged other enterprise agencies, such as Portsmouth, to consider fol-



Technical drawing class at the Scot-West training centre established with the help of ASSET. Right: manufacture of Acetate packaging at Moore and Buckle, a company started with aid from the Community of St Helens's Trust

lowing suit.

The increasing concentration on the young entrepreneur, especially in the North, is reflected in Project North East's most recent venture, a Youth Enterprise Centre—a set of workshops with a central unit devoted to young entrepreneurs who may not have had work experience, let alone experience of running a business.

Another area into which enterprise agencies are increasingly venturing is technical evaluation of product ideas. At first, this area was handled by asking for advice from within local firms, or from government agencies. But several agencies have now set up innovation centres, where people can bring their ideas for new products without fear that a big company will steal them.

Innovation

The Tyne and Wear Chamber of Commerce, together with the North Regional TUC and two local polytechnics has been running an innovation centre for two years now. It has investigated product ideas from culinary recipes to heavy engineering, and finds that about 10 per cent are both commercially and technically viable.

In some cases, such as a new design of axle for heavy vehicles, it will take ideas through to prototype, before passing the inventor and his idea on to normal sources of finance.

The innovation centre, as to some extent, in direct com-

petition with commercial sources of product evaluation. At Cranfield, a scheme called Interwork offers the services of the considerable body of business and technological expertise of the business school to small companies and business start-ups. However, few entrepreneurs can afford to pay for evaluations themselves. Some 80 per cent of custom comes from the major clearing banks, who refer potential borrowers there, at the banks' expense.

The traditional approach, tapping expertise within large companies still forms the backbone of technical advice however. Some agencies, such as Aid to Bristol Enterprises, have made this the focus of their activities. Each participating company has a linkman whom the agency contacts whenever a small local company approaches it with a problem.

If a large company has an expert in the area it can lend, it frees him for anything from one day to three weeks, to work with the small firm. The only cost to the small company is a £25 a day travel and subsistence allowance after the first two days.

The kind of problems dealt with in this way range from "What kind of computer should I buy?" through "How can I find a distributor for Christmas cards?" to highly technical studies into load-bearing capabilities of new components and even a new design of hovercraft.

Experience has shown that some of the other traditional

approaches to helping the entrepreneur are inadequate, however.

One thing the small businessman usually can't afford is to spend a lot of time on courses. So some agencies have looked for other ways to educate them.

Rosendale has formed a club of more than 100 recently established small businesses, where people can meet socially and learn about business techniques.

Teach-ins

Bristol now runs lunchtime "teach-ins" where entrepreneurs listen to advice over lunch. Both agencies report that the entrepreneurs help each other in discussing their problems and how they solved them. Rosendale has also seen a strong growth in trade between the members of the club.

It has also become clear that the agencies need to be proactive rather than reactive. Lenta, for example, recently started to go into the colleges of London University to share postgraduate students the opportunities available in starting their own business and to teach them the basics of doing so. ASSET in Scotland has started an innovation panel, consisting of five experts, who seek out licenses for products which might be made in the region, and try to match likely contenders with local firms. Of 30 products identified in the few months since the panel started, six seem likely to reach local production.

In Portsmouth, a management

consultancy is looking at industries which have died in the area, to determine whether they could be revived. The enterprise trust is already running courses for people who have money but no specific idea for a venture, and the results of the survey will be fed into this course.

More and more of the effort of the agencies is now going into keeping start-ups going however.

Lenta has been drawn into a whole range of activities aimed at expanding existing businesses rather than starting new ones. It arranges meetings with the buyers from large companies, to explain how they purchase; it places unemployed executives in contact with small businesses that need full or part time professional management, and is now conducting a study into how small firms can pool their resources to market their goods more effectively.

It is also experimenting with a computer data base of small engineering firms, which large firms can tap for alternative suppliers. Equally important, the agencies have learnt to discourage those people who are not cut out to be entrepreneurs. Estimates of the failure rate of new businesses in their first year range from 25 per cent to 70 per cent. Midway Enterprise gives them a questionnaire to assess their ability and willingness to take the necessary risks. "This will become more and more important in our work," says Brian Wright, director of Lenta. "There is too much of a romantic glow about being an entrepreneur at the moment."

Robin Reeves reports on schemes to create jobs in Wales

New methods put to the test

IT IS NO surprise that Wales should be the location of a number of pioneering schemes aimed at mobilising local community, business and educational resources to create new employment opportunities. It was a recognition that market forces alone could not generate sufficient new jobs that Wales acquired to replace those being lost in its traditional industries which led to the creation of the Welsh Development Agency and the Development Board for Rural Wales in the mid-1970s.

Yet as the recession began to bite in the Welsh industry, it became increasingly clear that the combined efforts of these bodies, together with the traditional regional policy mechanisms, were insufficient to deal with the economic difficulties facing Wales. Extra initiatives were required.

BSC (Industry), the steel corporation's job creation arm, was first established because of had consequences over the impact of the run-down of steel and steelmaking at Ebbw Vale and Shotton. Their geographical locations and infrastructure clearly required a special effort from all concerned if they were to rebuild their employment base.

Traditional
As the steel crisis deepened and traditional steel production centres in other parts of the UK faced comparable problems, BSC (I) was forced to look beyond simply encouraging companies from elsewhere into these areas.

By this stage, the WDA had anyway assumed prime responsibility for persuading existing companies to move into Wales. In the circumstances BSC (I) could concentrate its efforts on encouraging the formation of new companies through workshop schemes and small amounts of seedcorn capital on advantageous terms.

At Brynmawr, near Ebbw Vale, it took over a former sports club premises and transformed them into workshops for smaller start-up businesses. In Cardiff, an administrative block at the former East Moors steelworks was saved from demolition and refurbished into more than 80 nursery units. In Port Talbot, it took over a former paint factory for the same purpose.

It proved to be a successful formula. Despite the intensity of the recession, there has been no shortage of aspiring entrepreneurs wanting to take space, attracted by the low rents and "easy in-easy out" tenancy

terms. BSC (I)'s activities, and its announced intention of winding up the bulk of its operations next year, has now set the scene for the creation of a number of local enterprise trusts. The first to get off the ground in Wales was on Deeside, North Wales.

The local councils, a number of local companies, the chamber of commerce and trade unions joined forces to establish the Deeside Enterprise Trust under the managing directorship of Peter Summers, a member of the Shotton steelworks family and until then BSC (I)'s local representative.

With headquarters on Deeside industrial park, a 600-acre new estate established by the WDA to offset the loss of more than 8,000 jobs at the Shotton steelworks, the trust's small team provides one stop shopping for any businessman contemplating moving into the area.

Comparable trusts are now in the process of being set up in South Glamorgan (Cardiff and the Vale of Glamorgan), West Glamorgan, Llanelli, Newport and Dyfed. The South Glamorgan Enterprise Trust has secured the seconded services of Adrian Adkinson, formerly Marks & Spencer's store manager in St Helens, as director.

Local companies are also providing a number of seconded, as is the Co-operative Development Agency. BSC (I) is putting in £50,000 over three years and South Glamorgan and Cardiff councils are providing some cash as well as a number each of their industrial development staff. As in the case of Shotton, there is basically no shortage of funds for the right project,

as a steel closure area, capital at attractive rates of interest is available from the EEC, as well as through government schemes.

Predating these enterprise trust initiatives, however, is the work of the Neath development partnership. Responding to a CBI call for fresh thinking, the Thomson Organisation singled out Neath Town and its surrounding area as an ideal place for an experiment in encouraging economic regeneration through a mixture of private and public enterprise.

Partnership

John Carr, a former Thomson executive, arrived in 1981 to establish the partnership as the first of the CBI's special programmes in this field, and secured the backing of major local employers, Metal Box and BP. PA Management consultants, BSC (I) as well as the local councils and trade unions.

The upshot has been a whole series of economic regeneration projects. They include a major £3.5m tourism-leisure scheme, only some 25 per cent of which should require private sector funding. The remainder will be financed from the array of public sector sources.

There are also workshops, already 75 per cent occupied, and an Information Technology training unit. Plans are well advanced to extend the work of the IT unit into research and development for local companies and into the production of hardware items.

The most recent, and in some ways the most intriguing, initiative is shortly to be launched by the Wales TUC. This is the setting up of a Wales Co-operative Development and Training

Centre to encourage the formation of workers co-operatives.

The centre is the fruit of a wide-ranging investigation which culminated a fact-finding visit to the famous Mondragon workers co-operative experiment in the Basque province of Northern Spain. It is the first job creation project of its kind to be initiated by the trade union movement itself.

The centre plans not only to provide technical assistance and back-up to Welsh workers wanting to create jobs within their own communities, but also to create an investment fund to back such ventures with hard cash.

The University of Wales and Welsh colleges of higher education are also playing their part. University College, Cardiff, has an industry centre geared to turning laboratory ideas into marketable products of benefit to the local economy. It has already achieved some success and has a number of promising projects in the pipeline.

The University College of North Wales Bangor also has an industrial development unit while Swansea and Aberystwyth, among other initiatives, have appointed staff specifically to encourage a more fruitful liaison between the academic world and industry.

Again on Deeside, the North East Wales Institute of Higher Education is the main driving force behind the launching of an innovation centre on Deeside industrial park.

Among other tasks, it will undertake the institute's own 60-strong research division towards the goal of rebuilding the local economy.

Maintaining the caring tradition.

When Jesse Boot opened his first herbalist shop over a hundred years ago, his care for and involvement in the community began a philosophy that Boots still continues today. This is reflected in the company's support of charities concerned with education, health and welfare through the Boots Charitable Trust. But the main spearhead of the company's

community involvement is concentrated on youth opportunity schemes. This involves job creation at both local and national level with Boots recently agreeing to become a managing agency for 1,100 young people within a youth training scheme.

Involvement in the community plays a major part in Boots' formula for success.



The Boots Company PLC

Nottingham NG2 3AA

Profile of a North Staffordshire enterprise agency and four businesses it has guided. Report by Rhys David

How the counsellors came together

BUSINESS INITIATIVE, based on the North Staffordshire area around Stoke-on-Trent, is a way of making the various enterprise agency schemes started up around the country in the last two to three years. They are aimed at helping the unemployed, or those nearly there, to start their own business, or to get into self-employment.

Its origins go back to a meeting which Mr Richard Bailey, the chairman of Royal Doulton, had with officials of the Department of the Environment on the problems of unemployment in and around Stoke. The area was affected by a shake-out of labour in the ceramics industry—traditionally by far the biggest local employer—for a major steelworks closure, and by redundancies in other local industries as a result of the recession. Another important local element.

Agreement
At subsequent meetings in Stoke itself a group of employers including several industry — Wedgwood, Wedgwood, H and R Johnson, Blythe Colours and Matthey printed products, together with other important groups such as Michelin, Century Oil, the four big clearing banks, the Staffordshire-based Britannia Building Society, accountants, Post Marwick, and a number of other concerns agreed to provide financial backing for an enterprise agency.

National Westminster Bank agreed to second one of its managers, Mr Christopher Stokes, and the agency, operating from a small suite of offices in Hanley with just one other member of staff, was launched by Mr Michael Headline, then Environment Secretary, in November 1981, with first year funds, provided by its sponsors, of some £18,000.

One of the local authorities covering the area is providing

nominal financial support, and there are hopes that the other two in North Staffordshire will also make limited funds available.

The agency has looked at the way similar schemes are operating in London and St Helens, two of the first places to set up enterprise trusts, but no direct model is being followed, according to Mr Stokes. "We have tended, because it is the way I feel is most effective, to concentrate very largely on counselling," Mr Stokes points out.

Taxation
Most of those coming to the agency want to know about the procedural aspects of setting up in business—taxation, VAT, insurance, marketing, premises and legal considerations.

Equally important is advice on what might be the financial needs of a particular business proposal, and help in preparing a plan which will prove acceptable to a bank approached for a loan. Most of the counselling is done by Mr Stokes himself who uses his contacts within the sponsoring companies to check on points outside his own range. Mr Stokes also makes available management time one day a week.

In the 16 months in which it has been in operation Business Initiative reckons to have answered a total of more than 900 inquiries for help and guidance. Roughly one-fifth have been from individuals interested in setting up in manufacturing, more than 30 per cent from potential retail businesses and 40 per cent from service industries, with the remainder being enquiries returning for further advice.

At least 13 per cent are known to have gone on to commence in business or expand operations, but this figure may, according to Mr Stokes, substantially understate the actual figure.

In all the cases described on this page—as indeed in many hundreds of others where enterprise agencies up and down the country have given help—the advice has been fairly basic.

Setting up in business is, however, something of which very few people have experience and the fact that Business Initiative and similar schemes are there to provide initial guidance or a sounding board should problems subsequently develop would seem to be important in giving confidence to the would-be entrepreneur.

The style of the advice service offered by the agencies with the emphasis very much on informality is also important. Much of the advice he now gives, admits Mr Stokes, could have been given from behind his desk at the bank.

"People don't come to the bank until they have decided what they want to do and are seeking money. They now come to us at a much earlier stage when they still want basic help."

The role they play in establishing the potential entrepreneur on the right lines before his ideas are fixed and possibly before he has made too many mistakes is perhaps the most important contribution the trusts and agencies are making.



Above: Richard Bailey, chairman of Royal Doulton, prime mover in setting up Business Initiative; below: Christopher Stokes, seconded from National Westminster Bank



Most important contribution the trusts and agencies are making.

Rescue for cleaning business

TONY LOCKETT turned to Business Initiative after he had decided he could rescue the industrial cleaning materials company for which he had previously been manager from liquidation. The company which supplied janitorial and industrial cleaning materials to wholesalers had sunk under the weight of expensive promotion campaigns, but Mr Lockett, an industrial chemist, concluded it was in a growth area and could be made to work.

As with other businesses in the area, the main help Business Initiative was initially able to offer was financial. The agency went through the forecasts Mr Lockett had already drawn up, and advised on the plan to be presented to the bank. On the basis of this the bank loaned £20,000. This is receiving backing through the Government's Loan Guarantee scheme under which some 80 per cent of the funds made available are guaranteed by the Department of Industry.

The agency has also acted as a sounding board for various small problems and for one large one. "We have had a lot of problems with bad debts and we have some money out we are unlikely to recover," Mr Lockett points out.

Business Initiative, through its director Mr Chris Stokes, has guided Spick and Span—the name chosen by Mr Lockett

for his company—on credit control and the company hopes it can avoid or at least minimise similar problems in the future.

In spite of this difficulty Spick and Span, which operates from the predecessor company's former premises in Stafford, has nevertheless done well with turnover up to £100,000 against an anticipated £84,000—though profits are small. The company, which is basically a blending operation, mixing chemicals it buys in from chemical manufac-

turers to its own and to standard formulations, has customers as far afield as Scotland and East Anglia as well as in the Midlands. Its success has also been recognised by the award of a £2,000 prize under a business competition organised by the local authority in Newcastle-under-Lyme.

The business has three employees—Mr Lockett and his wife, Norma, and a partner Philip Bonham, a member of the same Methodist church, with

a background in marketing in the food industry, who was persuaded to join.

The hours have been long—six in the morning to nine at night some days—with all three carrying out all the operations themselves from blending to floor sweeping. The point will soon be reached, Mr Lockett points out, however, when decisions will have to be taken on increasing staff. An increase in the bank loan to enable expansion is being sought.

Launching a clothes designer

JANET LOCKITT, then a shoe designer, approached Business Initiative last year, having decided to try to fulfil a long-held ambition to design and sell clothes from her own shop. She had found premises which she considered suitable—a domed, windowed, former sweetshop on the outside of a former cinema and bingo hall in Stafford, with a spiral staircase a prominent feature inside—but she admits to having had little idea what to do next.

The help Business Initiative was able to give was in presenting her case to the bank and in logging how she should run the business. The agency also made an initial evaluation of her idea to assess whether it had a chance of success.

The dresses Janet Lockitt produces are aimed to be slightly above good chain-store merchandise in terms of price, with particular attention paid to special features such as trimmings. All are made on the premises—in between serving customers—at the rate of two or three garments a day.

Customers come from a fairly wide area, often having heard of JFL Exclusive by word of mouth, and are usually looking for something to wear to a party or wedding.

The business, which was started shortly before Christmas, is now just about breaking even and there has not been, as was expected, a fall-off in

demand since the New Year. So far, too, it has not been necessary to go back to Business Initiative for further advice, though this may be necessary when expansion or a move to other premises is considered.

The main problem, Janet Lockitt confesses, is loneliness, with some days passing with very few customers and no sales, though this does make it possible to press on with producing the garments. As business builds up it will become necessary to take on extra help.

The ultimate business target is to create a reputation which will lead to orders for her dresses from further afield, including smarter London boutiques.

Small businesses are big business at the Midland.



Computer experts go it alone

THE THREE directors of the Stoke-based North Staffs. Business Technology Centre—Dennis Noble, Derrick Mortimer and Andrew Willis—had all been employees of ICL, the UK computer manufacturer, for more than 15 years when they were made redundant in 1981, and in consequence were none too keen on entrusting their fortunes again to another major company.

Instead they decided to make use of their experience in the computer field—at that time largely in mainframes—to take advantage of the explosion of interest in small computers. The gap they saw was the need for consultancy and training facilities for business users and the provision of attendant software packages.

Decision
A decision was taken to acquire retail premises to offer these services, and to supply a range of machines suitable for the cross-section of customers they had identified.

The help which Business Initiative was able to provide, Dennis Noble points out, was firstly in the mechanics of setting up and running a business, something none of the three partners had any previous knowledge of doing.

Guidance was given on cash-flow forecasting, and on the preparation of a business plan, and this proved sufficiently

sound for the bank to match the £14,000, which the partners were putting into the business from their redundancy payments, with a similar loan.

Another important area in which the agency was able to help was in marketing. The team was put in touch with a marketing manager at Royal Doulton, who gave advice on the merits of different advertising media, and on promotion activities aimed at establishing awareness of the new company. The decision had already been taken to go for business rather than personal computer users—the latter category being adequately catered for, according to Mr Noble, by chain stores and other existing outlets. The business market, by contrast, he points out, requires a lot of support after sales, and this is where the team feels its computer industry background can score.

The main problems so far have been in persuading relatively conservative businesses established in the area to adopt new technology, but other outlets have been established in the educational world. The business now employs, apart from the three directors, a secretary and two young people on youth training, and turnover reached £60,000 in the first year. As most of this was concentrated in the second half it is hoped this figure can be considerably exceeded by the end of the current year.

Two strings to their bow

TERRY MCGOVERN and Jay Leonard were both manufacturing engineers when the manufacturing of specialist industrial weighing machines for which they worked went into liquidation. Their plan was to set up a business with two main planks—servicing the machines produced by their previous employer, and, as this business ran down, retailing and servicing personal computers.

After eight months their business, McGovern and Leonard, based in a village near New Castle-under-Lyme, has reached a turnover of £54,000 with the emphasis—somewhat against their initial expectations—coming from the personal computers side rather than the weighing machine servicing.

Both admit that they were very green when they started the business and on reflection might have done some things differently. They have found, for example, that they have not been able to keep up with demand on the personal computers side and have lost custom through not having enough stocks.

This is something, however, they believe they could not have foreseen, and the alternative—excessive stocks and high interest charges—might have been even worse.

The help they have received from Business Initiative has been partly financial—such as for example where to obtain funds. The agency has also been called on to answer other general points.

The help from Chris Stokes for which they are most grateful was in handling a staff problem. Advice was available within minutes, which enabled them to adopt the correct legal procedure for dealing with the situation.

The two, both of whom had previously developed a strong interest in personal computing as a hobby, sell through the business a variety of equipment, including the BBC computer and the Commodore range. Sales are also being developed to colleges and to businesses and there are plans to develop into the production of micro-based systems. Employment now stands at five and will be going up shortly to six.

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Midland The Listening Bank

BUSINESS AND THE COMMUNITY VI

Few companies define a strategy for social services, says Ian Hargreaves

Corporate role stays shadowy

MOST BRITISH companies are involved in some way in charitable giving or community service, but probably no more than 20 of them have gone to the lengths of setting down a formal strategy for corporate social responsibility.

Those that have argued that only in this way can the company hope to both spend its time and money wisely and to maximise the benefits both to the giver and the recipient. Or as Iyng Kristof, Professor of Social Thought at New York University's Graduate School of Business, put it recently: "It is a sad fact that many a corporation will spend much time and thought before investing 2 per cent of pre-tax profits, but will give away that same amount after only a few hurried conversations among a few harassed executives whose minds are on other matters. Bad judgment is censurable but no judgment is indefensible."

Actually, very few UK companies give away as much as 2 per cent of their profits and

there is none, so far as is known publicly, which gives the 5 per cent to which members of the famous Minneapolis 5 per cent club are committed.

On average, according to research by the New York Conference Board, American corporations contribute about 0.8 per cent of pre-tax profits. In the UK the figure, although higher than in most other European countries, which lack the Anglo-American tradition of charitable giving, is certainly less than 0.1 per cent, although exact figures are not available.

Top 20

The table showing the top 20 corporate givers to charity, supplied by the Charities Aid Foundation, although subject to a considerable range of error, gives some indication of the orders of magnitude.

Giving to charity is, however, only a small part of what is meant, at its grandest, by corporate social responsibility, a term variously defined but which normally covers in addition to straightforward philanthropy, policies on other forms of community involvement, policies affecting employees, customer relations, attitudes to pollution and the environment and so on.

To score high marks, a company has not only, say, to help raise money for handicapped children, but must also make sure it hires a fair proportion of handicapped people and that its products, where possible, be made available to the handicapped.

The goodwill of the people is the only enduring thing in any business. It is the sole substance. "The rest is shadow," declared Mr H. F. Johnson of the American Johnson Wax company in 1927. Today, in Britain Johnson Wax, a private company, devotes between 2 and 3 per cent of pre-tax profits (about £30,000 last year) to a wide range of local concerns ranging from an enterprise trust, to the arts, from the local university to sponsorship of a community awards scheme to

encourage other citizens' good works.

IBM, another American company, has over the years refined a sophisticated approach to the same question in what it calls its programme of "company citizenship," which costs it \$60m a year worldwide.

In the UK, it is only in the last three years that IBM has tried to be systematic in its community activities by selecting three social issues—training for disadvantaged young people, the disabled and inner city problems. These are all, says Mr Richard Marriott, the director of public affairs who is responsible for this work, areas in which IBM feels it is qualified to help.

The budget is fixed at 0.5-0.7 per cent of pre-tax profits and the projects managed and monitored exactly as any other business activity would be, a process which occasionally produces spin-offs into internal policy, whether it be a decision to use a sheltered workshop for the handicapped to refurbish office furniture or, as has recently happened, the decision to start ethnic monitoring records.

Community policy

"Doing this work makes you examine what you are doing yourself," says Mr Marriott. Much of the involvement is through seconded managers rather than in cash.

British Petroleum created a special community policy group in 1980, covering four areas: education, conservation and community affairs, with a budget of £2.5m in 1982. ICI has been another major force.

The clearing banks also have a long history of involvement in social projects. National Westminster is spending £2.5m a year, not counting the estimated £2m-a-year cost of the bank's secondment.

NatWest's bank is, interestingly, organised by two separate departments: public affairs, which takes the lead in donations and sponsorship, and the bank's small business department, which looks after the bank's many interests in the field of employment promotion, inner city regeneration and work among ethnic minorities.

The implication of enlight-

ened self-interest is obvious and indeed the bank does not deny it.

Marks & Spencer speaks of its very survival being bound up with the quality of Britain's social fabric, but it does not have a clear policy on social projects, it would not, says Mr John Flint, executive for charities and community involvement, be able to make a sensible response to the 17,000 requests for assistance it receives each year.

In practice, 2,300 projects were supported last year, on a budget of about £1.5m, not counting M & S's secondments, whose value the company estimates at £500,000.

Most companies allocate their resources for charitable and social projects through a senior management committee, but one American company, Levi Strauss, the clothing manufacturer, has developed an interesting variant on this, designed to increase its own employees' sense of involvement in this aspect of the company's work.

Levi, whose UK plants are chiefly located in Scotland, is committed to distribute 1.5 per cent of pre-tax profits to community involvement. The money is used to fund a range of social projects through the "community involvement teams" which exist at each plant and consist of volunteers, who are given company time to organise its projects, which are usually asked to raise a proportion of the sum they need themselves or from other sources.

This programme, which Mr David Logan, a former ITC official and activist in the campaign to save Covent Garden, oversees, also funnels a proportion of its resources towards a centrally-determined theme, which, since the beginning of this year, has been the support of community-based employment projects.

Through this work, Levi has become involved in a range of community businesses, the best known of which is the Goodwill furniture restoration chain. Goodwill is another North American phenomenon—it has led to the creation of over 30,000 jobs in the US and Canada, organised on a non-profit distributing basis.

A number of other companies have been drawn into similar



The role played by the CBI

Lord Carr, chairman of the CBI Special Programmes Unit (shown right) is talking to James Cooke, chief executive (left) and Norman Mills, general manager (centre). The unit was set up in 1980 to tackle youth unemployment, by encouraging big companies to support Manpower Services Commission programmes

TOP 15 CORPORATE DONORS TO CHARITY

	Amount given (£m)	Pre-tax profit (£m)	Employees
Barclays Bank	1.5	566	75,225
British Petroleum	1.1	339	41,100
National Westminster	1	494	74,653
Marks & Spencer	0.99	181	44,646
Shell UK	0.93	158	19,436
Midland Bank	0.74	232	71,500
ICI	0.72	242	74,700
Unilever	0.6	304	79,148
Distillers	0.5	181	19,570
Lloyds Bank	0.49	388	47,946
Esso Petroleum	0.4	885	8,186
IBM UK	0.39	151	15,362
RTZ Services	0.37	507	13,430
Hambro Life Assurance	0.37	n.a.	1,725
Imperial Group	0.25	146	82,700

Year ends vary between 1980 and 1981
Source: Charities Aid Foundation

types of work in the inner cities, where socially-based service jobs seem to offer one of the few areas of short-term employment growth.

When it comes to straight-forward money-raising, however, there is no British company which can match the performance of Hambro Life Assurance, which ranks eleventh in the CAF top 20, ahead of corporate giants like GEC, Ford, and Prudential.

Philanthropy

Hambro Life's philanthropy also dates back to the convictions of a company founder—one prerequisite for effectiveness in any aspect of corporate social responsibility appears to be strong commitment from a company's chief executive—but has developed a strong life of its own, under full-time professional management at the company's Swindon headquarters.

Hambro Life has three grant-giving bodies, even manages to run a vigorous staff charity fund among its salesmen—and in total distributed £300,000 in 1981, the largest slice of which comes from the company's trust which each year receives 1 per cent of pre-tax profits.

The company is one of very few in Britain to operate a voluntary payroll deduction scheme for charitable contributions which, combined with a lottery, forms the base of one of the three funds.

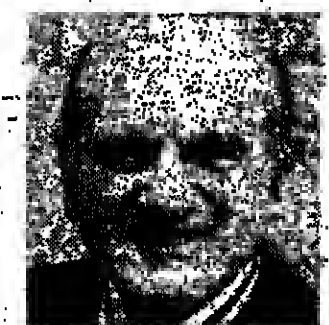
Partly as a result of Hambro Life's success and the success of a similar payroll giving scheme in 45 companies in Liverpool, a feasibility study for a national payroll deduction charity plan, is being carried out.

Known as the United Way Feasibility Study, after the

large American scheme of the same name, the idea would be to set up locally-based payroll deduction schemes, with the help of professional advisers, whose costs would be more than covered by the tax concessions available to charities when payroll deductions are co-ordinated to them.

Another idea being canvassed in Britain is to set up a more modest version of the Minneapolis 5 per cent club, perhaps a 1 per cent club, to encourage British companies to commit that proportion of pre-tax profits to good causes.

Certainly the charities which stand to benefit from such schemes will be delighted if they come to fruition. Although voluntary organisations are very much in fashion in Mrs Thatcher's Britain, charitable giving is barely keeping pace with inflation, in spite of some modest improvements in the tax climate for charities.



Lord Sieff

(Lenta) in 1978 when 20 businesses, each put up some £20,000 to enable work to begin on inner city regeneration. The company has also involved itself in Project Fullemployment, and in schemes in Brixton, which Lord Sieff visited promptly, after the disturbances two years ago, to talk to the local street's staff, and to find out what help they felt should be given.

M & S's main contribution so far to the various schemes apart from funds has been secondment. As confirmation of its commitment to the idea, the company has adopted a policy of secondment where possible its better people rather than those it was perhaps finding difficulty in placing within its own organisation. "We have taken high fivers and seconded them as part of their career structure for periods of between six months and three years. In most cases they come back promoted," Lord Sieff points out.

As M & S man started up Leeds Business Venture and another is in charge at Manchester.

Apprehensions Although M & S has about 15 secondment units to Brixton and other community schemes, and has developed systems to deal with the apprehensions and difficulties—such as loneliness—they may face while away from the company. The group is brought together at head office for discussions relevant to their community activities, and for briefings on what is taking place in M & S while they are away.

As a mass purchaser of goods M & S has not found it easy to place business with the small firms started up by entrepreneurs but there have been exceptions. A small company making pine fittings in Barnstaple—one of the towns where M & S has become involved in community activities—has built up turnover to about £2m with the group and has increased its employment in two years from nine to 60. One of the main contributions Lord Sieff makes to BIC is to spread his message to other companies somewhat more sceptical of community involvement, and he believes he is winning over some of these that have previously had doubts. As he himself points out, given the M & S record over the years it cannot be said to be bad for business.

Rhys David

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WITH 11,000 to 12,000 branches, a presence in every High Street and human and financial resources which collectively outweigh any other big organisation in the country, it is not surprising that the major clearing banks are heavily involved in community activities in Britain.

Their motivation can usually best be described as "enlightened self-interest" but in line with such thinking it is sometimes difficult for the outsider to detect where sponsorship starts and marketing and promotion of their own business ends.

Whatever the reasons considerable sums of money are being poured into community-based activities with a strong emphasis in the case of banks on secondment of staff to enterprise agencies and other such initiatives.

A sign of the times was the prominent mention given to the subject by Mr Timothy Bevan, chairman of Barclays, in his address to shareholders in the bank's recent annual report. Explaining the interest in community involvement, he says that "in essence we recognise that a bank is in the long run only as healthy as its customers; if the community is sick, we will not prosper either."

Initiatives

Mr Bevan points out that over the last year Barclays has seconded some 48 staff, set up training programmes, awarded free advice on financial and planning to a large number of companies. The initiatives range from support for over 40 local enterprise agencies, funding workshops in Tyne and Wear, supporting a robotics unit at Durham University, providing film to finance high tech units at the University of Warwick Science Park and a project to help young people prepare for working life. Obviously some of these have a more commercial flavour than others.

Interestingly Mr Bevan also goes on to say that while Barclays "readily accepts" its social responsibility, "it is inevitable that there is a potential cost involved, not only in the conventional commercial sense but also in the possible loss of funds that may be needed instead by the growth points of the economy."

"On public as well as commercial grounds therefore there must be a limit to such assistance."

These words are certainly echoed by others responsible for "community involvement" in rival banks. With new local ventures getting off the ground almost every day there is a feeling in some quarters which bankers would certainly like to discourage—that they are an "easy touch" for financial support.

Tell one clearer so the theory



goes, that its rival is planning to put up money for a new scheme and the corporate cheque book appears with astonishing speed.

"Although we are very committed to the whole idea of the bank, we are being asked to turn normal banking practice on its head," observes one manager. "People have been coming to us recently with some pretty unreasonable propositions asking us in one case for example to provide very cheap loans to companies moving into a particular enterprise zone."

The bank with the highest profile in the "community involvement" field is almost certainly National Westminster. It is widely recognised that the surplus of manpower inherited from the merging of National Westminster Bank with the Western Bank has been the result of that there are nearly 300 NatWest staff seconded to charities, enterprise agencies and voluntary organisations.

Some 20 are seconded to small business advisory services; many enterprise agencies—15 of them managers and the rest young men likely to be managers in the near future. About 130 are seconded to charitable organisations, many of which are engaged in some form of community service. The secondment has tended to be men near retirement age.

Dealing with the advisory services, Mr Russ Wilson, projects manager, explains: "We see this programme as part of the secondment career development. We expect to use the experience gained by them in their overall approach to small business when they return to the bank."

Most banks—informally at least—distinguish between secondment for whom the exercise is a step on the promotional ladder and secondment who may be nearing the end of their service and ideally should be making way for a younger successor.

Other National Westminster Bank initiatives include a series of 10 regional seminars for small businesses—playing at the moment to packed houses—and a free quarterly publication.

Tim Dickson on the role of the clearing banks

Emphasis on secondment

There is clearly a marketing slant to this sort of exercise but Mr Wilson points out that as far as the Digest is concerned the NatWest profile is kept to a minimum.

All the banks have responded to Michael Heseltine's inner city task force in 1982 and ways are being considered to help the ethnic minority community. Midland Bank at the moment has a total of 40 secondments—12 of them with charities, seven with enterprise agencies or their ilk and the rest with a variety of organisations ranging from Cambridge County Council to the London Business School.

Like all the other banks, Midland has made cash grants to enterprise agencies, including a £20,000 a year subscription to the London Enterprise Agency where it is closely involved.

Unjustified

Discussing the demand for bank resources, a Midland Bank official pointed out that "we couldn't justify seconding a bright young man to some of the agencies under the Enterprise Allowance Scheme where he would be wasted waiting for people to come and ask often quite basic questions."

He added that besides the cash grants arrangements were often made by Enterprise Agency directors with local Midland Bank branches.

Although banks generally run subsidies where financial resources are involved, Midland has been conducting an interesting experiment in the Coventry area. The idea was to help participants under the Enterprise Allowance Scheme—the government initiative extended nationwide in the Budget whereby unemployed people starting a business can get a £40 a week cash grant for the first 12 months.

Midland has been offering an interest-free loan up to £3,000 to successful applicants for a six-month spell. The bank reckons it helped about 65 businessmen in this position with advice and counselling but only 13 actually took up the interest-free loan last year.

Lloyds, meanwhile, "spreads its resources very thinly over masses of organisations," according to an official. It reckons to spend £800,000 a year alone on sponsorship. Unlike the other banks Lloyds organises its secondment programme through the regions with deliberately little co-ordination from the centre.

Being the smallest of the big four High Street banks, Lloyds admits to being "short of numbers in this field."

"Our main plank is sponsorship of things from the centre which have strong local ramifications but could not get off the ground without us."

PROFILE: LORD SIEFF

A cheque book is not enough

MARKS & SPENCER'S record as an enlightened and socially aware employer as Lord Sieff, the recently-retired chairman of the group points out, goes back a long way. It was in the 1930s that the policy of subsidised staff costs and in-store health and welfare facilities was introduced after Lord Sieff's father had decided one of the assistants in a store he was visiting in those depressed times looked ill.

Fifty years later the group employs some 900 personnel officers to look after its 45,000 staff and spends nearly £50m on staff facilities and services. Its public reputation as a benevolent organisation moreover brings it in some 17,000 appeal letters a year from good causes, a good proportion of which are in the form of donations, at a cost to the company of around £1.5m a year.

Vigour

As social problems in Britain's cities have grown as a result of increased unemployment and other factors, Marks & Spencer's management concluded this approach would have to be extended. "We decided the cheque book was not enough," Lord Sieff observes.

Instead the company, with the vigour that characterises its retail operation, has involved itself actively in a range of community activities, including Business in the Community, of which Lord Sieff was one of the founding members. Typically a team of support staff, ten in number altogether, has been built up to co-ordinate the group's external charitable activities.

For an organisation like M & S, the importance of trying to arrest the decline in city centres is obvious enough. "Youths with little else to do apart from wander around shopping centres can make them decidedly unattractive to the sort of customers the chain stores want to attract."

At the same time Lord Sieff professes a genuine sense of mission in what he has been trying to do. "Those who lead responsible free enterprise organisations must not only implement a policy of good human relations at work but should have a constructive involvement in the community in which they operate as well."

Unless companies play their part in helping to create more jobs in the communities in which they work, the long-term effect of unemployment could be a threat to social order, and hence to democracy, he feels. Lord Sieff's own involvement in community schemes goes back to the formation of the London Enterprise Agency

BUSINESS AND THE COMMUNITY VII



Business in the Community secondment and their regional responsibilities (left to right): Adam Rendell of Shell (UK) (Hampshire, Kent and Northern Ireland); Philip Gibbs of Marks and Spencer (North West); Anthony Felling of the Department of the Environment (London and the South West)

Ian Hargreaves on the task of secondees who help run community projects

A two-way culture shock

SECONDMENT of managers to help run community projects is very largely a British idea. It happens on a much smaller scale in the U.S. and hardly at all elsewhere in Europe.

In Britain, however, several companies prefer to make their gifts to good causes in kind. "If you give money you really don't have any idea what happens to it. If you put in a person, that is much better," says Mr. Richard Marriott, who is in charge of IBM UK's community involvement programme.

According to Cecilia Allen, director of Action Resource Centre, the organisation set up in 1973 by a group of companies primarily to place secondees in useful schemes, there are about 25 companies in Britain which provide full-time secondees and many more willing to release people part-time or on an ad hoc consultancy basis.

Part-timers

At any one time, Arc has 120 secondees in the field, some of them part-time. In addition it has 30 employees in a range of regional offices.

The attraction of secondment for the supplier companies varies. For some, such as in the initial stages at least for National Westminster Bank, the largest single supplier of

secondees, it was a way of making use of surplus managerial talent after a merger. Other companies say secondment often provides a creative way out when the pyramid structure of promotions results in a blockage.

Generally speaking, secondees fall into three categories: young managers in their late 20s or early 30s who are able to profit from a broadening of experience; mid-career people trapped either in a promotion log-jam or some other lacuna and pre-retirement managers whom it is willing to finance in secondment. Secondees normally serve for between six months and three years.

From the point of view of the recipient, secondees can obviously offer a range of practical managerial experience which many voluntary organisations would not otherwise be able to afford.

There are, however, many potential snags. One, says Cecilia Allen, is that senior executives often find it hard to settle into the informal atmosphere of community projects, where they have to answer their own telephones and make their own coffee.

More easily avoidable problems are the tendency of some companies to push individuals

into secondment at very short notice, which is disturbing to a person's morale, and once he is out in the field to leave him to his own devices, rather than keeping him abreast of developments back in the company.

Re-entry to a company after a secondment is often tricky—the culture shock of returning home can be much worse than the shock when leaving it—but is made worse if secondees are kept in doubt about their career prospects.

Indeed, if secondees are seen to suffer in career terms because of their stint outside the company, secondment obviously comes to be seen as a form of punishment within the company.

After several years of trial and error, the leading secondment companies have now ironed out most of the problems. They try to give up to six months' notice of a secondment and some offer basic training as preparation.

Briefing

While away from the company, the secondees are attached to a senior manager back at base as a link person and is brought back at least twice a year with other secondees for a day of briefing. Negotiations

about career path after return start up to six months before the secondment ends and several companies say that the majority of their secondees actually return to promotion.

Some have even been promoted whilst on secondment. Marks & Spencer says of the 47 secondees it has sent out, two-thirds returned to the company at a higher grade than when they left it.

Both sender and recipient organisations also agree that it is vital for a secondees to have a clear, written job description and that the receiving organisation be in a position to ask an unsuitable secondees to leave.

Even with these precautions, however, secondment has its limitations. Arc has found it necessary, for the sake of continuity, to recruit full-time, salaried employees to balance the secondees in its own organisation.

At the CBI Special Programme Unit, Mr. James Ocken, the chief executive, says he spends far too much time negotiating with companies to extend the periods of service of the unit's secondees, most of whom are either pre-retirement or senior managers who would otherwise have been made redundant in the rapid contraction of British industry in the

last three years.

The CBI unit runs almost entirely on secondees and lacks the funds, as Mr. Cooke would like, to be able to pay younger secondees who are offered conventional jobs elsewhere at least a part-time salary to retain their experience within the unit.

The other difficulty about secondment, however, which suggests the problems listed above are far from insuperable, is that there are never enough secondees to go round. Indeed, with the proliferation of good cause organisations in the last two or three years, increasingly scarce often take place to obtain them.

More confidence

However, organisations which do second people all seem to agree on one thing: that their managers return with more skills and confidence than they had at the start.

Mr. Allen says that the emergence of the CBI unit and Business in the Community is pushing Arc in new directions, such as training for the disabled and community business and school-industry links, rather than the employment creation and small business advice in which it has been heavily involved since 1975.

PROFILE: TIM CONNOR

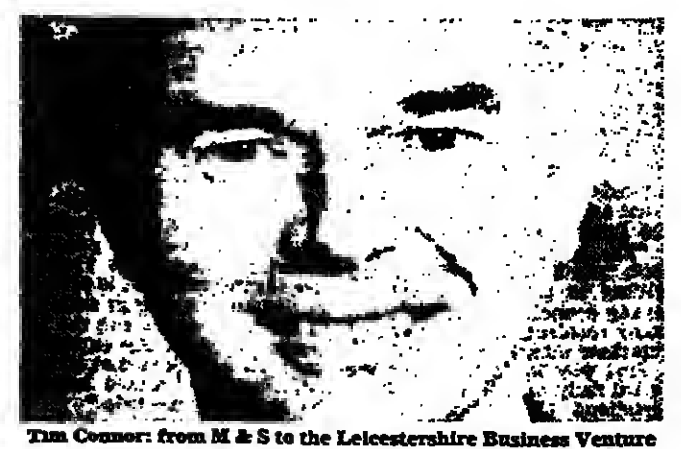
Where business skills count

TIM CONNOR, aged 45 and manager of Marks & Spencer's Leicester City centre store — one of the busiest in the country — hopes to be elected to the executive of the Leicestershire Business Venture.

He should have something to offer because he was the driving force behind setting up the venture project no often held up as an example elsewhere in the country of what enterprise agencies can achieve.

In 1980 he was plucked from the tightly controlled M & S management network. "The shock comes from moving into the outside world," he says.

Leaving school at 15, he was commissioned as a lieutenant in the Royal Leicestershire Regiment before joining M & S as a management trainee in Chesterfield. Promotions carried him from Newcastle to Swindon and Coventry.



Tim Connor: from M & S to the Leicestershire Business Venture

'I have developed very close contacts with people in both local authorities and the private sector. I feel very much among friends'

assistance were coming in at the rate of more than 2,000 a year, requiring over 800 in-depth reviews — "Sitting down with a banker, an accountant and me with my marketing hat on to put a deal together," he says.

Mr. Connor laughs and offers a word of warning to colleagues within M & S: "Secondment is a tough assignment. It is a challenge, not a soft option."

He often worked a 12-hour day, but says it was an opportunity not to be missed. "It was an experience much broader than that offered by corporate life — the chance to meet and mix with a cross-section of people from so many different backgrounds."

Mr. Connor talks about the importance of bringing the benefits of that "experience" back to the day-to-day job. But how difficult is it to make the transition back to company life? "It's a bit like riding a bike, you never forget."

What skills following his secondment did he feel he had

to offer? Mr. Connor smiles, draws a deep breath and replies: "Oh, the two key elements are leadership and communications allied to increasing turnover, cutting costs, giving service, looking after the staff and running a happy ship — there, that's page 46 of the M & S management training manual."

Up-front style

In what Mr. Connor describes as his "up-front style of management," his Leicestershire venture days offer another advantage: "I have developed very close contacts with people in both the local authorities and the private sector. I feel very much among friends."

But in his time helping to set up new business ventures had he established any potential new suppliers for M & S? "No such luck," he sighs before dashing off across the sales floor to deal with yet another customer query.

Arthur Smith

'If at first you don't succeed, give up!'

Shell believes that all companies, both large and small, have a role to play as members of the communities within which they operate. There are many fields in which a contribution can be made.

The alleviation of unemployment, the training of young people, the encouragement of enterprise, support for small businesses, conservation of the environment are all areas where endeavours may bear fruit.

How can you help?

First perhaps by a change of attitude. Our educational system tends to elevate the professions above industry, the theoretical above the practical, the thinker above the doer. This contributes to a low value having been placed on enterprise.

To quote from a speech by John Raisman, Chairman and Chief Executive of Shell UK: "...the entrepreneurial failure is often subjected to social stigma and discouraged from trying again. A case of 'if at first you don't succeed, give up!'

This criticism could just as well apply to any attempt at community relations; not every scheme succeeds, not all ideas are welcomed, but if you really want to play your part there are many avenues open to any company, large, medium or small.

Give time and experience.

Enterprise agencies, supported by large and small companies, local authorities and colleges, are providing help and advice to small firms.

One example in London has been the conversion of derelict inner-city property into purpose-designed small business units, fulfilling a vital need.

More such developments are needed in every city.

Help your local enterprise agency to help others by sharing your special skills and experience.

An attitude that has Shell worried.

Give orders.

There is nothing like an order to encourage a small business.

Don't compromise your standards but do help new small suppliers to develop their business to be able properly to serve your needs.

Help them to run efficient, professional, well managed operations.

Help youth training and employment.

Firms of any size can join the many schemes devised to provide work and training for young people — or start their own.

Community Task Force is active in organising useful work for young people and also teaches skills. They and others could use your help.

Conserving the environment.

Work on conservation tasks stimulates young people and is socially useful. There is plenty to do. Organisations like the British Trust for Conservation Volunteers, the Nature Conservancy Council and the Civic Trust can tell you how you can help or become involved.

Help your staff to help.

In the hands of local volunteers, small sums of money, the use of buildings, surplus equipment, an expert's spare time, can be useful in many ways.

Your employees are probably already involved through many local organisations and could suggest ways in which you can help. Especially they are likely to be in touch with local schools and colleges.

Many teachers are very keen to foster better links with local business and to give their pupils a better chance in life.

Help to break down the barriers, seek to improve understanding, change attitudes.

Your community needs you.

Business in the Community acts as the catalyst between those willing to offer assistance and those most urgently in need.

This may be the most effective way in which your resources and people can be mobilised, but there are many others.

For a booklet about some of the things which Shell UK does, to give you some ideas about what you might do, send the coupon.

Please send me the booklet 'Shell and the Community'

Name _____

Company _____

Address _____



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